

THE ARMY NATIONAL GUARD



ANNUAL FINANCIAL REPORT

FISCAL YEAR
2010



A GREAT VALUE FOR AMERICA

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Direct Funds Used (in millions)

	estimated FY 2011	FY 2010	FY 2009
National Guard Personnel, Army (NGPA)	\$7,624.3	\$8,586.5	\$8,540.5
Operations & Maintenance, Army National Guard (OMNG)	\$6,572.7	\$6,712.7	\$6,436.7
Military Construction, Army National Guard (MCNG)	\$873.7	\$812.1	\$883.3

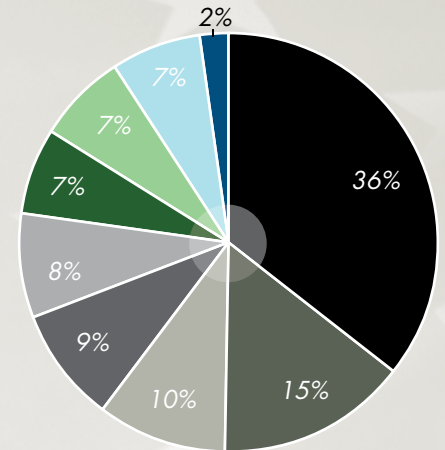
Table 1. Direct Funds Used

FY10 Personnel NGPA Break-Out by Percentage

Program	Total (in millions)	Percentage
● Active Guard Reserve Pay	\$3,065.4	36
● Inactive Duty Training	\$1,283.8	15
● Overseas Contingency Operations	\$842.1	10
● Special Training	\$763.3	9
● Active Duty For Training Pay	\$658.2	8
● School Training	\$604.3	7
● Initial Entry Training	\$600.0	7
● Selected Reserve Incentives	\$586.5	7
● Bonus Program	\$160.5	2
● Other Programs	\$22.4	0
Total	\$8,586.5	100

Note: Columns may not total due to rounding.

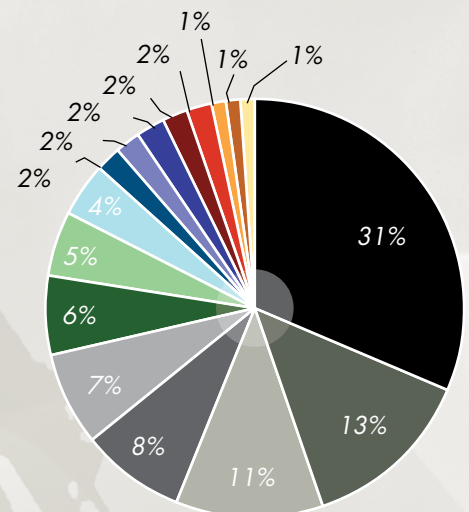
Figure 1. FY10 Personnel NGPA Break-Out by Percentage

**FY10 Operations OMNG Break-Out by Percentage**

Program	Total (in millions)	Percentage
● Civilian/Technician Pay	\$2,096.1	31
● Ground OPMPO	\$885.8	13
● Base Operation Support	\$750.4	11
● Facilities, Sustainment, Restoration, and Modernization	\$534.1	8
● Overseas Contingency Operations	\$462.3	7
● Recruiting and Advertising	\$415.9	6
● Depot Maintenance	\$336.0	5
● Air OPMPO	\$288.5	4
● Mission Support/Training	\$162.6	2
● Medical Readiness	\$152.6	2
● Other Programs	\$125.1	2
● Education Programs	\$109.6	2
● Environmental	\$105.8	2
● Family Programs	\$99.7	1
● Counter Drug & Civil Support Teams	\$86.1	1
● Automation and Info Systems	\$80.0	1
● Weapons of Mass Destruction	\$22.0	0
Total	\$6,712.7	100.0

Note: Columns may not total due to rounding.

Figure 2. FY10 Operations OMNG Break-Out by Percentage

For individual state data, [click here](#).



During fiscal year 2010, Army National Guard (ARNG) Soldiers continued the proud tradition of serving our nation at home and around the world. Whether responding to the January 2010 earthquake in Haiti, dealing with the explosive sinking of the Deepwater Horizon oil rig in April 2010 and months of aftermath, augmenting the efforts of border patrol officers along our 1,933-mile border with Mexico, or performing global missions in our ninth year of overseas contingency operations; each mission endorses our value and challenges our capabilities. More than half (53 percent) of our Soldiers have deployed at least once and 59 percent have mobilized at least once, many in specialized fields such as agribusiness.

Army National Guard Soldiers and Air National Guard (ANG) Airmen with backgrounds and expertise in various sectors of agribusiness continue to team together in a unique and growing effort in Afghanistan. As FY10 ended, nine agribusiness development teams (ADTs) were deployed to Regional Command-East, Regional Command-Central, and Regional Command-South to augment provincial reconstruction teams, U. S. Department of Agriculture and U. S. Agency for International Development Afghani national revitalization efforts. At the end of FY10 in-country ADTs hailed from Texas, Missouri, Kentucky, Kansas, Indiana, Oklahoma, Nevada, Iowa, and Arkansas. Since the inception of the program in 2007, 19 ADT (11 months – boots on the ground) rotations have been employed in 14 provinces and contributed to over 282 sustainable agriculture projects generating more than \$21 million in revenues for the people of Afghanistan.

Global and homeland responses provide cogent examples of the ARNG functioning as an accessible and experienced operational force. We succeeded in our primary fiscal year focus of providing trained and ready Soldiers from each of our 50 states, 3 territories, and the District of Columbia for domestic or international missions. We continued to balance our end-strength to the congressionally-authorized level of 358,200. At the end of FY10, our actual strength was 362,015. We maintained our high active drilling status by keeping the number of nonparticipants to less than 1 percent of assigned strength. This participation rate of over 90 percent contributed to the increase in our duty qualification rate from 73 percent in September 2008 to 83 percent in September 2009 and 84 percent in September 2010.

Approximately 43 percent of the Army's total aviation assets are in ARNG units, which are critical force multipliers in overseas contingency operations and defense support to civil authorities here at home. Since September 11, 2001, ARNG aviation units have mobilized to support operational needs in Iraq, Afghanistan, Kosovo, Kuwait, the Horn of Africa, Germany and at home. In addition to over 52,000 hours flown outside the continental U.S., ARNG aircrews flew an additional 182,732 hours at their home stations on training missions and in support of civil authorities. This financial report is our annual analysis of activities across our organization – now 374 years old and looking forward to providing relevant support for domestic and overseas operations. This report reaffirms our commitment to our dual mission and highlights new and progressing programs. We pledge to increase our capabilities with the help of our 54 enabling organizations across the nation while discouraging terrorists with our experience, accessibility, and resolve.

Major General Raymond Carpenter,
Acting Director, Army National Guard

For biographical information on the Acting Director of the Army National Guard, please see the accompanying CD, or if viewing online, [click here](#).

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INFORMATION PAPERS (Information papers can be found on the enclosed CD or in the web version.)

Acting Director, ARNG Biographical Information
 Agribusiness Development Team (ADT)
 Domestic All-Hazards Response Team (DART)
 CBRNE Enhanced Response Force Package (CERFP)
 AH-64D Longbow Helicopter
 CH-47 Chinook Helicopter
 Operational Support Airlift Agency (OSAA)
 Full-Time Support (FTS)
 Distributed Learning (DL)
 Job Connection Education Program (JCEP)
 Employer Support of the Guard and Reserve (ESGR)
 Guard Apprenticeship Program Initiative (GAPI)
 Family Assistance Centers (FACs)
 Community-Based Warrior Transition Units (CBWTUs)

You may access information papers and video clips from the enclosed CD or in the web version by clicking on the appropriate link.

EXECUTIVE OVERVIEW: THE ARMY NATIONAL GUARD

The explosion of the Deepwater Horizon oil rig in April 2010 and the lingering aftermath, the gradual ending of combat operations in Iraq, and global challenges with volcanoes and floods defined another challenging year for the Army National Guard (ARNG). The ARNG made notable progress during Fiscal Year 2010 (FY10), with initiatives such as homeland response force teams, the Afghanistan Agribusiness Program, domestic all-hazards response teams, the Battle Command Training Capability Program, the eXportable combat training capability, the Patriot Academy, the General Equivalency Diploma Plus Program, the Yellow Ribbon Reintegration Program, and the Community-Based Warrior Transition Program. The ARNG continued to focus on enhancing quality, a vision for a vibrant and accessible force of great value to the nation.

Modular Force Conversion and Rebalance

Total Army analysis (TAA) established an approved force structure allowance of 358,200. As a result of TAA, the ARNG structure was expanded to include 114

brigades. This includes 28 brigade combat teams (BCT), 40 functional brigades, and 48 multi-functional brigades across the 50 states, 3 territories, and the District of Columbia (hereafter called the 54 states and territories). The TAA marked the continuation of the ARNG rebalance and growth toward the goal of reducing turbulence in the force. The ARNG has continued to grow and adapt to fulfill all levels of its dual mission of supporting the war fight while continuing to buttress homeland security and homeland defense requirements.

The Army now focuses on counterinsurgency operations while functioning as a flexible brigade-centric force with units that are stand-alone and alike while enhancing full-spectrum capabilities. Army National Guard BCTs are structured and manned identically to those in the active component (AC), and can be combined with other BCTs or elements of the joint force to facilitate integration, interoperability, and compatibility across all components.

In FY10, over 36,000 Soldiers were mobilized in support of combat operations in Iraq and Afghanistan.

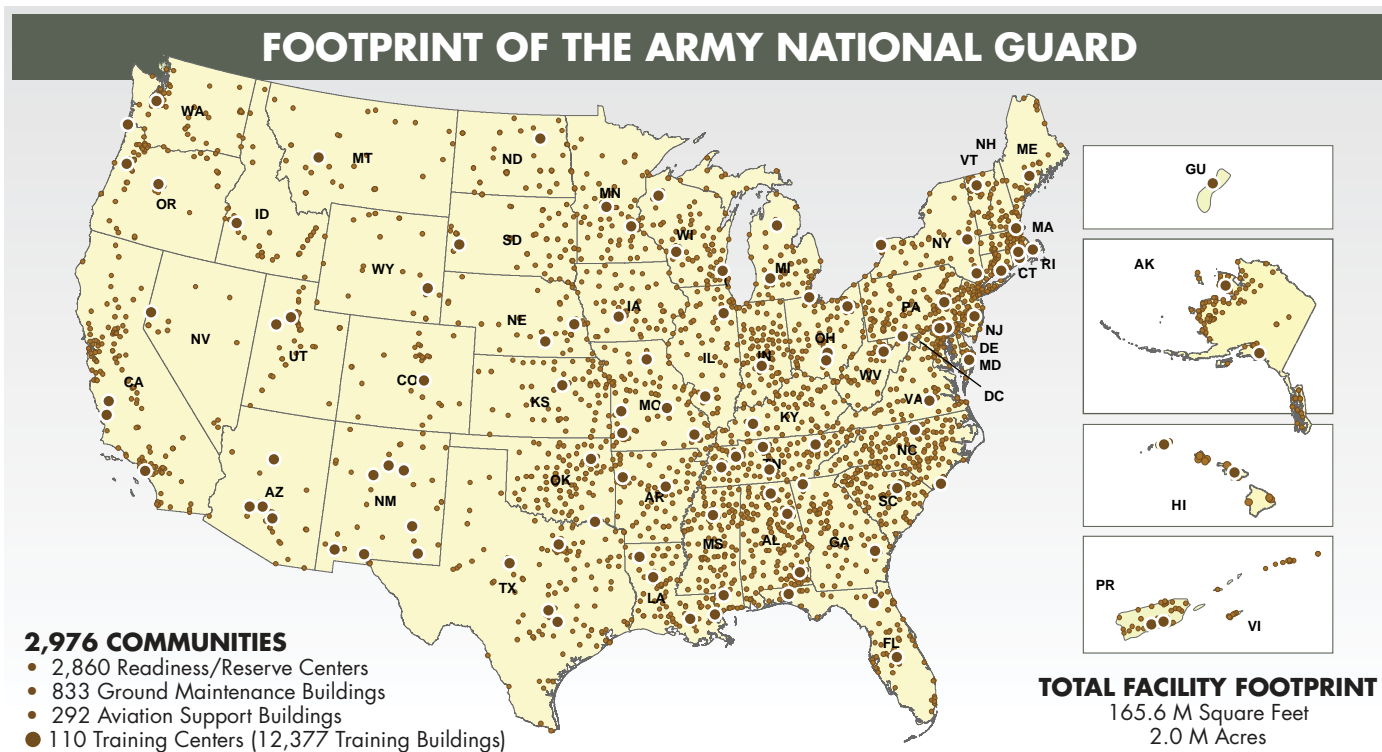


Figure 3. Footprint of the Army National Guard

FEDERAL MISSION

Provide trained units available for active duty in the armed forces in time of war or national emergency, and at such other times as the national security may require.

STATE MISSION

Provide military support to civil authorities; respond to state emergencies (natural disasters, civil disturbances, terrorism, other threats to life/property); and support law enforcement in counternarcotics.

Photo by Sgt. Roberto Di Giovine, South Carolina National Guard Public Affairs

Figure 4. A Unique Dual Mission: Modern and Interoperable

In response to the Deepwater Horizon tragedy, at the peak, 1,531 ARNG forces served on Title 32 or Title 10 orders. These Soldiers completed a variety of preventive and corrective tasks in Louisiana, Alabama, Mississippi, and Florida. The Secretary of Defense authorized up to 17,500 troops to provide the flexibility and capability for governors to respond to specific requests for assistance from the national incident commander.

Army National Guard equipping levels for domestic missions had fallen from 70 percent in 2001 to as low as 40 percent in 2006. Several factors contributed to the decline of the ARNG equipping levels from 2001 through 2006, including extensive reorganization to a modular force, equipment left in-theater for other units, and ARNG equipment repositioned to augment the Army's post-mobilization training needs at mobilization stations.

Congress has been very responsive to ARNG equipping requirements. The ARNG, via the National Guard and Reserve Equipment Authorization process, received \$744 million in FY06, \$1.074 billion in FY07, \$1.236 billion in FY08, \$768 million in FY09, and \$575 million in FY10. This funding has been used for critical dual-use items to support the essential 10 capabilities of command and control, communications, aviation, force protection

(including civil support teams), engineering, logistics, maintenance, medical, security, and transportation.

Dual Mission Operations

Examples of ARNG actions come from across the globe. Domestic responses demonstrate the importance of training and equipping ARNG Soldiers so they are ready to render service and assistance to their home communities as in the case of Deepwater Horizon. The federal and state responses illustrate the time-honored traditions ARNG Soldiers have demonstrated for almost four centuries.

Protecting the Homeland

In addition to the well-recognized accomplishments of ARNG units and individual Guardsmen in Afghanistan and Iraq, ARNG units also perform remarkable feats while protecting and preserving the homeland. National Guard Soldiers stand ready in each of the 54 states and territories to respond to any crisis. This includes prepositioning aircraft, equipment, and personnel in preparation for recovery operations. The ARNG saves lives, preserves peace and civil order, and supports recovery efforts.

OPERATIONS REVIEW

The ARNG is more prepared than ever before to respond to domestic challenges such as hurricanes, fires, and floods. The ARNG conducts domestic operations year-round, participating in combatant command, regional, federal agency, and state/territory exercises. The ARNG continues to support overseas contingency operations and deploy forces in the highest possible state of readiness.

The ARNG assists civil authorities when needed. National Guard troops answered the calls of their governors, providing tremendous support to their respective states by performing such work as search and rescue, power generation, logistical support, debris removal, sandbagging, security, and support to law enforcement. Also, during recovery efforts, the ARNG established shelters and distributed food and water to those in need.

In FY10, 11,760 ARNG Soldiers deployed in support of Operation Enduring Freedom and 18,097 Soldiers deployed in support of Operation Iraqi Freedom and Operation New Dawn. At the end of FY10, 64,035 ARNG Soldiers were on alert for future deployments. In addition, the ARNG continues to provide trained,

prepared, and capable forces in support of domestic missions.



Afghanistan Agribusiness Program

The agribusiness development team (ADT) is a self-contained volunteer team of 58 ARNG Soldiers and ANG Airmen with backgrounds and expertise in various sectors of the agribusiness field. The agribusiness teams provide training and advice to Afghan agriculture universities, provincial ministries, and local farmers, leading to increased stability and improved opportunities for Afghanistan's reemerging agribusiness realm. Agribusiness development team Soldiers bring their military capabilities as well as their educational backgrounds and professional skills to bear as they work directly with the farmers of Afghanistan across various agricultural disciplines. Specific skills include agronomy (soil and seed science), irrigation, horticulture (plant cultivation), pest control, veterinary techniques, civil engineering, and energy management. These citizen-soldiers also bring their personal ties and relationships from rural America, leveraging the assets and expertise of land-grant universities and cooperative

Members of the California National Guard's Agribusiness Development Team watch as water from a new cistern fills the demonstration farm during a test of the system in Chowkay District. Photo by Staff Sgt. Nathan Lipscomb



extension services within their home states. Due to ADT assistance, Afghanistan has reported declines in poppy production and increases in harvests of apples, grapes, pomegranates, cherries, almonds, wheat, corn, alfalfa, and saffron.

The current National Guard ADT mission plan forecasts rotations through FY14. The Combined Joint Task Force (CJTF) is focusing efforts in areas where progress in security and stability is evident. The CJTF's provincial priorities include security, governance, rule of law, and business development lines of operation along with ADT plans to develop the full spectrum of agribusiness. The ADT concept provides two major benefits to the Counterinsurgency (COIN) Strategy: (1) provides immediate agricultural expertise to Afghan farmers and (2) provides task force commanders with daily community engagement. The Department of State, the U.S. Department of Agriculture, and the U.S. Agency for International Development enthusiastically support the ADT initiative.

For additional information about ADTs, please see the accompanying CD, or, if viewing online, [click here](#).



Domestic All-Hazards Response Team (DART)

The ARNG established the DART utilizing the eight division headquarters. During steady state, DART develops capability-based force packages coordinated with Army Force Generation (ARFORGEN), the states, and the Chief of the National Guard Bureau (NGB). The force packages are deployed with the consent of the adjutants general and aligned with the essential 10 capabilities of command and control, communications, aviation, force protection (including civil support teams), engineering, logistics, maintenance, medical, security, and transportation. The DART conducts contingency planning and deploys at the request of a governor or adjutant general for command and control or to conduct joint reception, staging, onward movement, and integration.

For additional information about DART, please see the accompanying CD, or, if viewing online, [click here](#).

Chemical, Biological, Radiological, and Nuclear Enterprise (CBRNE)

The ARNG provides forces for the .2 and .1 Joint Task Forces (JTFs) CCMRF (CBRNE Consequence Management Response Force). The CCMRF is a U.S. Northern Command (NORTHCOM) mission consisting of three JTFs comprised of AC, ARNG, and U.S. Army Reserve (USAR) units. The CCMRF provides lifesaving, command and control, aviation, and logistical support to respond in the event of an inadvertent or man-made CBRNE incident. Units train in a Title 32 status and deploy in Title 10 status to provide defense support to a lead federal agency in the event of a CBRNE attack in the homeland. The task force is subject to "a prepare to deploy" timeline determined by the Commander, NORTHCOM, and the Secretary of Defense. Initial ARNG participation in CCMRF began in FY09 with elements of the 218th Maneuver Enhancement Brigade (SCARNG), 146th Medical Battalion (MIARNG), and 115th Signal Battalion (ALARNG). The units trained for 12 months and were confirmed for mission readiness on 1 October 2009. The 63rd Theater Aviation Brigade (KYARNG) provides command and control for the aviation task force of .1, and three states provide 32 medium and heavy-lift capability.

The Secretary of Defense directed a restructure to the CBRNE in the Quadrennial Defense Review of 2010. The CCMRF concept is transitioning to a more regionalized approach. This restructuring will increase response times and place more forces under the command and control of the states through homeland response forces. The ARNG will provide 55 percent of the forces in the new CBRNE.



Continuity of Operations Program (COOP)

The purpose of the COOP is to ensure mission essential functions of the ARNG Readiness Center (ARNGRC) are performed from designated alternate sites during any emergency or situation that disrupts, or could potentially disrupt, normal operations. These activities must be

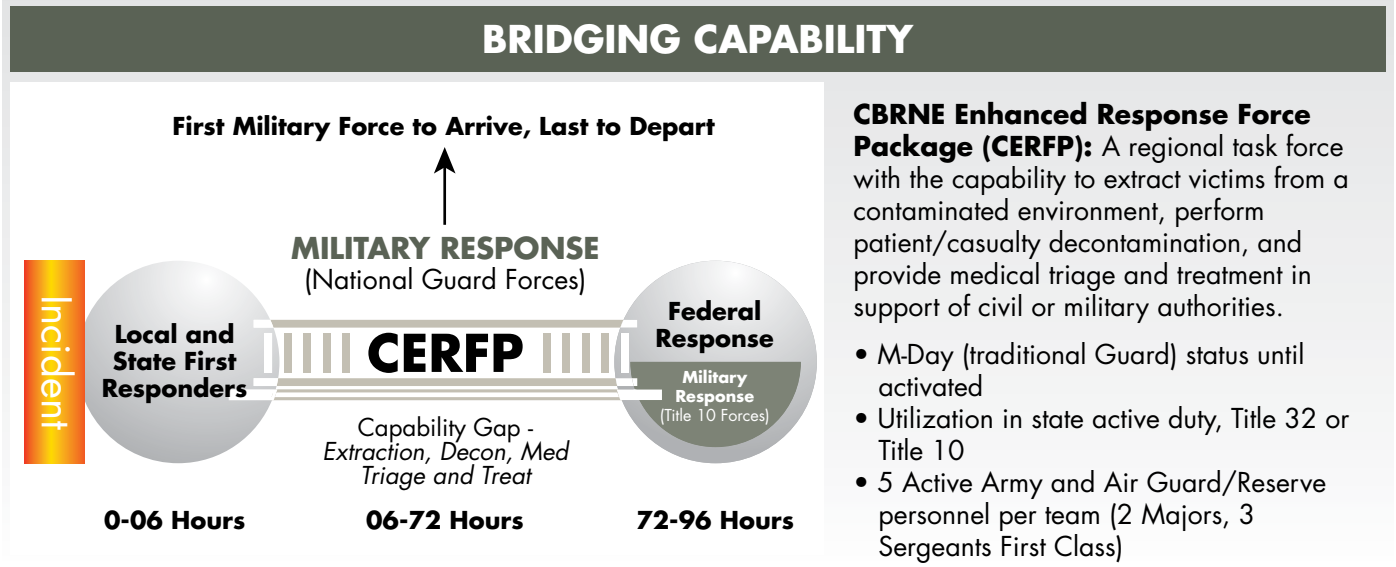


Figure 5. CERFP Bridging Capability from Federal to State First Responders [For additional information about CERFP, please see the accompanying CD, or, if viewing online, click here.](#)

fully operational within twelve hours and sustained for at least thirty days. In FY10, the ARNGRC COOP program completed six training events as well as the biennial Headquarters, Department of the Army (HQDA) accreditation.

Disasters and Recovery Operations

From the earthquake in Haiti in January 2010, to the explosive sinking of the Deepwater Horizon oil rig in April 2010, FY10 was another year of disasters and recovery operations. At the high water mark in the response to the Deepwater Horizon tragedy, 1,531 ARNG forces served on Title 32 or Title 10 orders, completing a variety of preventive and corrective tasks in Louisiana, Alabama, Mississippi, and Florida. From the high winds and seas of Hurricanes Alex and Earl, to the horrendous wildfires in California, Colorado, and Utah, the ARNG has been active across the nation. Fighting the wildfires was especially challenging in FY10 as extensive fires increased the likelihood of mudslides later in the year.

Intelligence

In FY10, military intelligence (MI) Soldiers in the ARNG provided more than 35,000 duty days to support Army missions and federal agencies. In addition, more than

750 Soldiers were trained in preparation for deployment and sustainment of critical MI skills.

The Army National Guard Foundry Program and Army Reserve Component Intelligence Program trained more than 650 Soldiers from 33 states at off-site and unit locations at a cost of \$3.8 million. Furthermore,

A UH-60 Blackhawk helicopter performs sling-load operations in support of the state of Louisiana's response to the Deepwater Horizon. Photo by Sgt. Michael Owens



enhancements were made to the Los Alamitos National Guard Foundry Platform, which provides commanders with the means to achieve their priority intelligence training and certification requirements.

In FY10, more than 7 government agencies and military commands contributed a combined total of \$6.75 million, which enabled 104 Soldiers to perform 23,813 duty days in support of intelligence missions within those organizations.

The Army National Guard Command Language Program (CLP) used \$2.91 million in National Guard Personnel, Army funds, and \$1.12 million in Operations and Maintenance, Army National Guard funds for the maintenance, sustainment, and enhancement of our Soldiers' foreign language skills. This funding, which was received by 31 states, allowed the CLP to enhance and sustain the ARNG's first innovative language training center located in Georgia. The center provided foreign language sustainment instruction and study materials for over 2,600 Soldiers.

Force Protection

The Army National Guard Force Protection Program remained a critical element of overseas contingency operations (OCO). Fiscal challenges arose in FY10 in the effort to support emerging security requirements. The ARNG Force Protection Branch provided \$85.4 million in Operations and Maintenance, Army National Guard (OMNG) funding to safeguard personnel, equipment, and facilities. Resources for this program were expended specifically to support the Physical Security and Antiterrorism Programs. The Army National Guard Physical Security Program received \$78.3 million in OMNG funding to provide contract security guards, maintenance, and monitoring of intrusion detection systems (IDS). These funds also supported the switch from analog to digital cell-backup for IDS equipment. The Army National Guard Antiterrorism (AT) Program received \$7.1 million in OMNG funding for defensive measures to reduce the vulnerability of ARNG personnel and property from current and emerging threats. Antiterrorism funds paid for state AT program manager positions as well as for the vulnerability assessments for 31 ARNG installations and 19 joint forces headquarters

(JFHQ). The program's emphasis on training resulted in the qualification of 560 AT specialists who will be vital to compliance with regulatory guidance, policies, and procedures.

Information Operations (IO)

The majority of IO support during this time of OCO comes from reserve component forces—specifically the ARNG, with two theater IO groups (TIOGs), three separate field support teams (FSTs), and the Virginia Data Processing Unit (VA DPU). Army National Guard IO expanded support to warfighters in FY10, and the program validated \$4.5 million and funded \$2.5 million in ARNG personnel funding. The program also validated \$5.5 million and funded \$1.3 million in Operations and Maintenance, Army National Guard funds for training, equipping, and manning.

In FY10, the ARNG relied on its IO forces with multiple mobilizations of teams from the 56th TIOG (WAARNG), 71st TIOG (TXARNG), and the Iowa FST, along with mobilization of individuals from the Virginia DPU. All supported OCOs and the defense of the homeland. Soldiers provided IO support in Iraq, Afghanistan, the Philippines, and the Horn of Africa. An operations security (OPSEC) assessment team was activated to improve OPSEC throughout the National Guard. The program met with great success and will continue with the addition of a mobile training team to train OPSEC managers in requesting states. The ARNG runs the Army's Web Risk Assessment Cell, staffs the Army's Computer Emergency Response Team (CERT), Regional CERT Southwest Asia, and a number of Soldiers support a variety of other government agencies. Additionally, the ARNG provided financial and training support to the computer network defense teams in a number of states. These teams assist in protecting GuardNet and other computer networks from attacks.

Army Service Component Commands

The U.S. Army is organized into combatant commands, Army commands, Army service component commands, and direct reporting units. This section highlights the activities of Army service component commands involving ARNG participation during FY10.

U.S. Army European Command (USAREUR)

The ARNG provided more than 4,420 Soldiers from 35 states, totaling \$17.5 million in National Guard Personnel, Army funds to support USAREUR in FY10. The ARNG support included participation in numerous U.S. Army Europe, Chairman, Joint Chiefs of Staff (CJCS) exercises and operational support missions. Augmentation and operational mission support consisted of engineer troop construction, military police, force protection, staff judge advocate, maintenance, and chaplain support missions.

U.S. Army Southern Command (USARSOUTH)

The ARNG continued to play a pivotal role in the successful execution of the USARSOUTH mission to provide regional stability to Latin America and the Caribbean. During FY10, more than 3,346 ARNG Soldiers from 28 states deployed to the region at a cost in excess of \$13.7 million in National Guard Personnel, Army funds. The largest investment in USARSOUTH was providing relief to earthquake victims through New Horizons Haiti 10. Task Force Kou't Men (Creole for "Helping Hands"), led by the Louisiana National Guard, included National Guard units from Louisiana, the Virgin Islands, Nevada, Montana, Missouri, Texas, South Dakota, Indiana, and California. The task force conducted military support to the civil authorities in the vicinity of Gonaives, Haiti, from 1 June to 18 September 2010, in order to foster a spirit of hope, provide medical assistance, and conduct general engineering operations. During the three-month exercise, TF Kou't Men built three schools, several police substations, and treated some 70,000 patients. The Louisiana National Guard will lead the SOUTHCOM New Horizon Haiti 2011 exercise, April through June. Fixed-wing aircraft from the Operational Support Airlift Agency also transported much-needed supplies and personnel to Haiti in support of Operation Unified Response and gave support to SOUTHCOM in Colombia.

U. S. Army Africa (USARAF)

The ARNG supported the newest Army service support command by sourcing over 85 percent of the personnel required for CJCS exercises within the Africa AOR. Over 400 Soldiers from 7 states participated in 6 CJCS exercises in 12 African countries at a cost of \$1.1 million. The primary missions included humanitarian aid and

linguist support for more than five different languages and dialects across the continent. In addition, two states conducted events focused on leadership development that directly supported African national militaries.

U.S. Army Central Command (USARCENT)

The ARNG provided more than 1,041 Soldiers to USARCENT for 5 major exercises in FY10: Bright Star in Egypt, Inferno Creek in Oman, Inspired Gambit in Pakistan, Regional Cooperation in Kyrgyzstan, and Steppe Eagle in Kazakhstan. Another focus in FY10 was preparing and planning for execution of Friendship Two in FY11, in which we are expecting the participation of 890 ARNG Soldiers. In FY10, \$4.2 million in National Guard Personnel, Army funds were used in support of USARCENT.

U.S. Army North/Continental United States (USARNORTH/CONUS)

Within the continental United States, the ARNG participated in a number of exercises in the USARNORTH AOR. Exercise Golden Coyote 2010, conducted in the Black Hills training area of South Dakota, was a joint, multi-component, support operations-oriented, scenario-driven exercise that trained more than 2,500 Soldiers from the ARNG, the USAR, the U.S. Navy Reserve, and the Canadian and German armies. In the joint Air and Army National Guard Patriot 2010 exercise conducted at Volk Field, Wisconsin, and Fort McCoy, Wisconsin, Patriot 10 focused on medical casualty treatment and evacuation in both domestic operations and OCO scenarios, utilizing ARNG aviation companies, medical companies, civil support teams, and other specialty teams from four states. Many ARNG personnel participate in NORTHCOM and USARNORTH exercises, such as the quarterly Vigilant Guard, and the annual Vibrant Response CCMRF exercises. Finally, the ARNG remains the primary U.S. supporter to the Canadian Forces high-readiness exercises and training for Afghanistan, including aviation support, and ground units. The ARNG continues to provide training to Canadian CH-47 pilots and crews prior to deployment. Approximately 12,532 Soldiers supported USARNORTH at a cost of over \$16.8 million of ARNG funds.

U.S. Army Pacific Command (USARPAC)

The ARNG provided forces to USARPAC, U.S. Army Japan (USARJ), and Eighth United States Army (EUSA) exercises and overseas missions with more than 3,313 Soldiers from 39 different states and territories in FY10. The ARNG participated in eight CJCS exercises, nine theater security cooperation events—including subject matter expert exchanges—and several overseas mission support events. These exercises rehearsed existing operational plans and provided an opportunity for U.S. forces and allies to train together in a rigorous, realistic environment, as well as build partnership capacity and forge lasting relationships so critical to providing global security. The ARNG executed over \$14.4 million in support of USARPAC, USARJ, and EUSA in FY10.

U.S. Special Operations Command (USSOCOM)

The ARNG's 19th and 20th Special Forces Groups (SFGs) and the seven special operations detachments (SODs) directly support the combatant commands worldwide, through USSOCOM.

In FY10, there were two ARNG special operations force battalion-sized deployments in support of Operation Enduring Freedom, and a special operations command and control element deployed to the Horn of

Africa. Elements of both SFGs also conducted smaller deployments to various locations within South America and the Pacific Rim. Army National Guard special operations forces were also active in the counter-narcotics fight, with ongoing commitments in Southeast Asia and South America. Each ARNG SFG also supported a number of joint combined exchange training events at the operational detachment-A, or "A-Team" level, in India, Korea, Philippines, Romania, Slovenia, Senegal, Macedonia, Bulgaria, Czech Republic, Kenya, Mali, and Guyana. The 19th Special Forces Group participated in CJCS exercises including Jackal Stone 10 (Croatia) and Ulchi Freedom Guardian (Korea). The two SFGs utilized nearly \$18 million in the successful execution of more than 14 combined training missions with foreign national soldiers, as well as conducting other special forces specific/pre-mobilization training and exercises.

In FY10, the SODs used more than \$3.8 million in National Guard pay and allowance funds in support of worldwide requirements. Two SODs mobilized in support of Operation Enduring Freedom-Caribbean and Central America (SOCSOUTH) and to assist in organizing the build-up of a new theater special operations command (SOCAFRICA). They also participated in CJCS exercises Ulchi Freedom Guardian and Flinklock (Africa).

Figure 6. FY10 ARNG Support to Civil Authorities

Event Type	States ¹	Soldiers ²
Natural Disasters	32	7,708
Search & Rescue	6	99
Southwest Border	4	1,087
Security	10	1,989
Deepwater Horizon	4	1,264
Scout Jamboree	17	389
Other	15	1,158
Totals	88	13,694

Note 1: States that provided Soldiers, not necessarily the state in which the event occurred; many states provided multiple types of support.

Note 2: Represents the total aggregate number of Soldiers at the peak support level for a particular event.

A member of the Guam Army National Guard takes a moment to enjoy his surroundings and catch up on work. Photo by Sgt. 1st Class Kevin Hartman



AVIATION REVIEW

The ARNG manages approximately 43 percent of the Army's total aviation assets. These assets are a critical force multiplier during overseas contingency operations (OCO) and are the most immediately-available aviation assets for defense support to civil authorities. Since the September 11, 2001 terrorist attacks, the ARNG has mobilized the bulk of its aviation assets, particularly aircraft and aircrews, in support of operational needs in Iraq, Afghanistan, Kosovo, Kuwait, the Horn of Africa, Germany, and at home.

While the ARNG has a total of 13 aviation brigade headquarters, the bulk of ARNG aviation mobilizations have been employed in battalion- or company-level deployments. The following ARNG aviation brigades have deployed: the 42nd Combat Aviation Brigade from Latham, New York; the 185th Theater Aviation Brigade from Jackson, Mississippi; the 36th Combat Aviation Brigade from Fort Hood, Texas; the 34th Combat Aviation Brigade from St. Paul, Minnesota; and most recently, the 28th Combat Aviation Brigade from Fort Indiantown Gap, Pennsylvania. Elements of the 40th Combat Aviation Brigade from Fresno, California, left

for their mobilization station, in sequence with the last elements departing during November 2010.

Aviation mobilizations and deployments have been conducted during a period of extreme turbulence in Army aviation. Since 2002, the Army's aviation force has gone through two transformations: the Aviation Transformation of 2002, and the Aviation Transformation of 2004. The situation has been exacerbated by key shortages of modernized aircraft authorized for ARNG aviation units and additional requirements beyond the transformation plan changes.

In FY10, ARNG aviation flew more than 52,000 hours outside the continental United States in support of Operation Iraqi Freedom, Operation Enduring Freedom, and Kosovo. At home station, intense training of aircrews and aviation units continued in support of the Army Force Generation (ARFORGEN) model. Crews flew an additional 182,732 hours in the continental U.S. at a rate of 8.2 flying hours per month per crew.



Photo of new Oregon ARNG Aviation Operations Building, Salem, OR



Aviation Budget Operating System (BOS) Summaries

The Aviation BOS consists of manned and unmanned aerial systems for fixed- and rotary-wing assets, along with the aviation ground support equipment required to service and maintain these systems. Utility cargo rotary-wing assets include the UH-60 Blackhawk series of aircraft, the CH-47 Chinook, and the LUH-72A Lakota. Attack and reconnaissance rotary-wing assets include the AH-64A/D Apache and the OH-58A/D Kiowa and Kiowa Warrior. The manned fixed-wing assets include the C-12 Huron, the C-23 Sherpa, the C-26 Metroliner, and the UC-35 Citation V. Unmanned fixed-wing assets include the RQ-11 Raven-B and the RQ-7 Shadow.

For additional information about the CH-47 Chinook, please see the accompanying CD, or, if viewing online, [click here](#).

The ARNG has requirements for 1,463 fixed- and rotary-wing airframes based on FY11 authorizations. Of that number, the ARNG has 1,457 on hand which represent a mixed fleet of new production aircraft, older cascaded aircraft, and retiring legacy aircraft. For utility helicopters, the ARNG has all 786 currently required UH/HH-60 series Blackhawk helicopters. Additionally, the Army leadership has approved an increase of 12 to 15 aircraft for medical evacuation companies; this will add another 63 HH/UH-60s to the total ARNG Blackhawk requirement. The ARNG is projected to field 88 of 210 (42 percent) required UH-72A Lakota light utility helicopters (LUHs) by FY11. For cargo helicopters, the ARNG has 137 of 161 (85 percent) required CH-47D Chinook helicopters. In addition, the resourcing of unmanned aircraft systems (UAS) platforms is on track for FY11.

The relative stability of the ARNG's fixed-wing fleet was short-lived following the Office of the Secretary of Defense decision to transfer the C-27J Joint Cargo Aircraft to the U.S. Air Force. In FY10 the Army began a holistic review of the fixed wing requirements and sustainment strategy. Decisions from HQDA are expected in FY11 that may alter the number of fixed-wing aircraft in the ARNG and determine how those aircraft are stationed and sustained with contractor logistics support. The status of the C-23 Sherpa, the only dedicated fixed-wing cargo aircraft in

the Army inventory, was in staffing at the time of this document's publication.

Historically, the Army fields the majority of new aircraft to the active component (AC) and cascades older airframes to the ARNG. The significant lack of aircraft modernization funding continues to be an issue for rotary- and fixed-wing platforms in the ARNG. The rotary-wing funding shortfall impacts the UH-60 A-A-L upgrade program, the pace of modernizing ARNG with UH/HH-60Ms, and the AH-64D pure fleet conversion. The UAS funding shortfall impacts Shadow model UAS fielding for the ARNG battlefield surveillance brigades and fires brigades.

For additional information about the AH-64D Longbow, please see the accompanying CD, or, if viewing online, [click here](#).

Aviation in Support of Domestic Operations

Civil support operations for the ARNG include response to hurricanes, floods, fires, earthquakes, and oil spills. Every year offers ARNG aviation a new set of challenges to respond to, and manage, in support of domestic civil emergencies. Army National Guard aviation again displayed the versatility and flexibility for aerial movement of personnel, equipment, and supplies to provide an expeditious response to civil authorities in support of emergency operations in the Gulf of Mexico, and to fires, floods, and search-and-rescue operations throughout the United States.

In October 2009, an explosion occurred at an oil refinery near San Juan, Puerto Rico. Puerto Rico ARNG provided aircraft on stand-by for firefighting operations and flew missions that supported law enforcement during the incident response. When an earthquake rocked Haiti in January 2010, the Puerto Rico ARNG again answered the call. They flew two UH-60 Blackhawks, basing out of the Dominican Republic, in support of the American embassy in Port-au-Prince and the relief effort overall. Landing at the embassy, early-on, ARNG aircraft provided the first military evidence to a cheering crowd that help was on the way. Puerto Rico also flew their UH-72 Lakota aircraft on missions that helped sustain these UH-60 aircraft and crews; together these crews flew 166

hours, transported 465 passengers, and carried 12 tons of cargo and supplies. Support for Operation United Front relief was provided by ARNG aviation from 25 January to 2 June 2010. Crews from various states, flying ARNG C-26 fixed-wing aircraft from Homestead Air Force Base, Florida, to Haiti and back on a daily basis, flew over 1,600 hours, transported 4,892 passengers, and carried 39 tons of cargo.

In the spring of 2010, ARNG aviation assets responded to North Dakota floods by flying aerial search and rescue, evacuation support, commodity distribution, and support to law enforcement. Five ARNG aircraft and aircrews from surrounding states augmented North Dakota ARNG aviation assets. Aviation assets also responded to floods in northern Arizona, Louisiana, and West Virginia; provided wildfire support in Minnesota; and flew search and rescue missions in California, Colorado, New Mexico, Nevada, and Oregon. Army National Guard security and support aviation battalion aircraft and crews continued to provide vital counter-drug operational support nationwide, most notably along the Southwest Border. The dual mission capabilities of ARNG aviation aircraft and their crews enable them to augment the capabilities of local government and law enforcement as part of the Army Guard's support to civil authorities' mission.

In April 2010, the Deepwater Horizon oil rig explosion in the Gulf of Mexico resulted in the largest oil spill ever to affect the U.S. It created another demand for ARNG aviation support. After the explosion, ARNG aviation flew over 3,600 hours, hauled over 8,000 tons of cargo, equipment and supplies, and carried over 6,500 passengers in a full-time, operational support status approved by the Secretary of Defense. Army National Guard UH-60 Blackhawks, CH-47D Chinooks, and UH-72A Lakota rotary-wing aircraft, and C-12 and C-23 fixed-wing aircraft and crews flew missions to include sandbag emplacement, personnel evacuation, engineer damage assessment, fishing area reconnaissance, local enforcement agency support, and incident awareness and assessment missions for the four state regions directly affected by the oil spill. The governors of Louisiana, Mississippi, Alabama, and Florida—and their respective local civil authorities—were able to benefit from aviation

resources that would not normally be available under most state and local budgets.

Aviation Training Sites

The Eastern, Western, Fixed-Wing, and High Altitude Army National Guard Aviation Training Sites (AATS) continued to conduct ARNG-unique aviation training as well as augment the Army's overall training capacity to meet both surge and continuing training needs. The Eastern AATS, located at Fort Indiantown Gap, Pennsylvania, primarily conducts utility and cargo aircraft training. The Western AATS, at Marana, Arizona, predominantly conducts attack and reconnaissance aircraft training. The Fixed Wing AATS (FWAATS) at Bridgeport, West Virginia, conducts graduate-level fixed-wing training. The High Altitude AATS (HAATS) at Eagle, Colorado, conducts high altitude, environmental, and power management training. Instructors at each location provide specialized training for ARNG, USAR, and AC aviators, including graduate-level flight training, military occupational training, enlisted professional development training, and training in support of foreign military sales. During FY10, the AATS trained 804 aviators and 815 enlisted crew members, while performing 13,823 flight hours in support of courses. The Eastern AATS conducted its first full year of UH-72A LUH training. The Western AATS trained 39 AH-64D students in support of the United States Army Aviation Center of Excellence. Training these Soldiers helped alleviate the backlog of trainees at Fort Rucker, Alabama. The HAATS assisted in meeting the Army's high-altitude surge training requirements for Afghanistan. The FWAATS assisted in ARNG fixed-wing train-up for the intelligence, surveillance, and reconnaissance mission for Afghanistan. The ARNG anticipates the assignment of enduring missions for each of these locations to meet the Army's increasing demand for aviation skill sets to be able to support our national interests.

Aviation Logistics Facilities

Army National Guard aviation units operated from a total of 105 facilities, including 97 ARNG aviation support facilities (AASFs) and operating facilities, four aviation classification and repair activity depots, and four ARNG AATS. Eighty-two of these facilities are



A Guardmember launches a Raven unmanned aerial vehicle. Photo by Sgt. Christian Dejohn

located on civil airfields and 22 are located on federal or state military installations. In FY10 the ARNG began or completed 10 aviation facility construction projects with construction costs totaling \$267 million. The National Defense Authorization Act provided \$6 million to build one tactical unmanned aircraft systems (TUAS) facility.

Aviation Classification Repair Activity Depots (AVCRADs)

The Army National Guard Depot Maintenance Program provides sustainment level maintenance in support of the ARNG aviation aircraft fleet. In FY10, four AVCRADs, formerly table of distribution and allowance entities, transitioned to theater aviation sustainment maintenance groups (TASM-Gs), modified table of organization and equipment (MTOE) units, further solidifying their war-fighting mission. The TASM-Gs provide aviation maintenance support on a regional basis to the state AASFs through the repair and return program and the repairable management program for aircraft and aircraft components. The TASM-Gs are cost-effective organizations and save the Army \$350 to \$550 per aircraft flight-hour based on type, model, and series of the airframe. The TASM-Gs are increasing their national maintenance program capabilities in support of the Army Working Capital Fund. The TASM-Gs have also

supported the war fight; the 1107th TASM-G, located in Springfield, Missouri, provided depot-level support in Iraq during this past year.

Unmanned Aircraft Systems (UAS)

The ARNG is fully engaged in an aggressive fielding schedule for two of the Army's three primary UAS. The RQ-11 RAVEN-B small unmanned aircraft system is being fielded to all battalions within the 28 ARNG BCTs and 2 ARNG Special SFGs, in addition to selected military police and engineer units. By the end of FY10, the Guard had completed Raven fielding for 23 of 28 ARNG BCTs and both ARNG SFGs. The medium-sized TUAS RQ-7B SHADOW is being fielded to the ARNG and, by end of FY10, a total of 19 of the 28 ARNG BCTs, and both the ARNG SFGs, will have received their Shadow systems. The remaining 9 ARNG BCTs will be fielded their TUAS systems in FY11. After FY11, the Army plans to extend the TUAS fielding to the 7 ARNG fires brigades and the 3 ARNG recon, surveillance, targeting, and acquisition squadrons of the battlefield surveillance brigades. This will bring the total number of Shadow systems in the ARNG to 40. The Army's third UAS system, the larger MQ-1C "Grey Eagle" (Extended Range Multi-Purpose), is a division asset and will eventually be fielded one divisional set (12 aircraft each) per year to the ARNG.

Operational Support Airlift Agency (OSAA)

The OSAA is a Department of the Army (DA) field operating agency under the NGB, providing management, oversight, and execution of a geographically-dispersed fleet of turbojet and turboprop fixed-wing aircraft.

In FY10, combat support from the OSAA included transporting time-sensitive and mission-critical supplies and personnel to, from, and within Afghanistan, Iraq, Kuwait, Pakistan, Qatar, and the Horn of Africa. The OSAA provided a company of intelligence, surveillance, and reconnaissance aircraft and personnel to the first Task Force ODIN (Observe, Detect, Identify, and Neutralize) in Afghanistan.

In support of homeland defense security operations, fixed-wing aircraft transported emergency supplies and 725 personnel throughout the Gulf Coast in the aftermath of the Deepwater Horizon oil spill, and along the East Coast following Hurricane Earl. The OSAA has provided critical combat support at home by transporting both blood donations and wounded warriors across the United States. Fixed-wing aircraft also transported much-needed supplies and personnel to Haiti in support of Operation Unified Response and gave support to SOUTHCOM in Colombia. At home and abroad, these aircraft flew 53,029 hours, completed 11,312 missions, transported over 6.4 million pounds of cargo, and carried more than 79,900 passengers.

For additional information about the OSAA, please see the accompanying CD, or, if viewing online, [click here](#).

Aviation & Ground Safety

The ARNG's safety program has reduced accident costs, workman compensation claims, and, most importantly, the loss of Soldiers' lives both on- and off-duty. We have accomplished this by providing safety policy guidance and by funding state-level safety training which complements the Aviation and Ground Safety Officer Courses (ASOC/GSOC). The GSOC is a relatively new safety course conducted at the Combat Readiness/Safety Center. This intense, six-week course provides ARNG entry-level safety officers the basic skills needed to effectively manage their safety programs. Since its

inception, in 2007, through a combined ARNG and USAR initiative, 215 Guardsmen have been trained. The AC is opening the GSOC to AC personnel and authorized the 6Q ASI/SI for all active Army personnel who have completed, or who will complete, the GSOC.

The ARNG has embraced the Occupational Safety and Health Administration (OSHA) Voluntary Protection Program (VPP). This program promotes worksite safety and health through cultural change. Program elements include management leadership and employee involvement, worksite analysis, hazard prevention and control, and safety and health training. The VPP complements the ARNG's Safety and Occupational Health Management System and builds upon the existing safety program. Currently, there are 11 states participating with a total of 17 facilities working toward OSHA-VPP Star recognition. The AASF at Fort Indiantown Gap, Pennsylvania, leads the ARNG by becoming the first ARNG Star worksite. The OSHA VPP program is expected to gradually expand to all ARNG facilities.



UH-60 Blackhawk helicopter hovers in front of a wall of fire at the South Carolina National Guard Air Ground Expo. Photo by MSgt. Richard Hodges

TRAINING REVIEW

The ARNG plans, develops, and executes strategies, programs, and resources for individual and collective training in live, virtual, and constructive training environments. The goal is to achieve maximum readiness for executing the ARNG's federal and state missions.

Individual Training

The ARNG manages the duty military occupational speciality qualification (DMOSQ) strategic action plan and monitors the qualification status of ARNG Soldiers. It directs individual training transformation activities and manages the Army Training Requirements and Resources System (ATRRS). The ATRRS is the U.S. Army's computer system of record for making seat reservations and maintaining individual school records.

The ARNG plans, programs, budgets, and executes funding for the 54 states and territories based on the Army

Program for Individual Training (ARPRINT). The ARPRINT school costs are calculated based on the Individual Training Resource Model and are distributed to states according to the ATRRS Funding Allocation Model, with guidance from the ARNG Directorate. In FY10, the initial skills (DMOSQ) program was funded at \$306 million. The ARNG DMOSQ rate is currently 92.7 percent (up from 89.5 percent in FY09) and the non-DMOSQ backlog has been reduced to 15,674 (from 35,000 in FY09). The number of Soldiers requiring reclassification to another military occupational skill (MOS) was brought to a manageable level in FY10; sustainment levels are programmed for FY11 and beyond. In FY10 the professional military education (PME) was funded at \$144 million. The ARNG is developing strategies to reduce the PME backlog. The proactive management and involvement at all levels within the states and territories proves that the proper resource levels do equate to measured success.



TRAIN THE WAY WE FIGHT

Looking over the Indiana landscape aboard a UH-60 Blackhawk helicopter at the Urban Training Center in Butlerville, Ind. Photo by Capt. Tim Irvin

Sprinting from an ambulance after a simulated ambush during a training exercise. Photo by Spc. John Crosby

Students for the National Guard's Patriot Academy sound-off in formation at Muscatatuck Urban Training Center. Photo by Sgt. David Bruce

MAXIMIZE EFFECTIVE TRAINING AND
INCREASE DOMESTIC RESPONSE

Figure 7. Train The Way We Fight



A Virginia Guardsmember on the Close Combat Tactical Trainer, a virtual simulation trainer. Photo by Staff Sgt. Andrew H. Owen

Training Support



The ARNG maintains a Sustainable Range Program and manages the training support center functions. The Sustainable Range Program supports the Army training mission by maximizing the capability, availability, and accessibility of ranges and training lands to support doctrinal requirements, mobilization, and deployments. Its two core elements are the Range and Training Land Program and the Integrated Training Area Management Program. Together, they provide the necessary support for the operation and maintenance of ranges and maneuver land. These programs fund operations and training on approximately 1.1 million acres of land, 2,000 ranges, and more than 110 ARNG training centers. As the focal point for pre-deployment training, the ARNG maintains 31 major training centers in 14 states and 1 territory. Training support centers manage training aids devices, simulators and simulations, (TADSS) production and fabrication of training devices, loaning and issuing of TADSS, instructor/operator support for specific virtual TADSS, and other support that enables the

mission commander to execute individual and collective training.

Distributed Learning (DL)

The ARNG DL Program provides multiple distributed learning methods and technologies to improve the readiness of Soldiers and units through the flexible delivery of standardized individual and collective training. The DL Program is a component of the Army DL Program and is HQDA-funded to provide program management and technical support, courseware production and distribution, and DL classroom and state DL program operations nationwide.

For additional information about DL, please see the accompanying CD, or, if viewing online, [click here](#).

Pre-Mobilization Training Certification

The ARNG also plans, develops, and executes strategies, programs, and resources to support ARNG pre-mobilization certification. One of the marquee programs developed to accomplish pre-mobilization certification is the state pre-mobilization training assistance element (PTAE). The PTAE program is an enduring requirement that directly supports the ARFORGEN Model and is considered a key component of the ARNG's transformation from a strategic reserve to an operational reserve. Developed in 2007, the PTAE program was implemented in accordance with Secretary of Defense guidance directing the ARNG to test new pre-mobilization training concepts and techniques. The result is an innovative and proven capability that facilitates training certification to enable the reduction of post-mobilization training days. The PTAE program provides an impartial and unbiased evaluation of home station training to assist the adjutants general with providing certified and ready forces. In FY10, the PTAE program was funded at \$185 million to support the pre-mobilization certification of over 36,000 ARNG Soldiers for overseas deployments.

Combat Training Centers

The ARNG continued to support and prepare war-fighting units for combat by sending them through the combat training centers e.g., Battle Command Training Program, Joint Readiness Training Center (JRTC), National Training

Center (NTC), using \$23.7 million in congressionally-appropriated funds.

Modeled as a standardized mission-readiness exercise, Soldiers conduct multi-echelon, force-on-force situational training exercises, virtual and constructive events, and battalion field training exercises. Tasks are selected by unit commanders and are derived from combined force land component command battle tasks. Scenarios, conditions, and events are drawn from the Iraq and Afghanistan theaters of operation, while current tactics, techniques, and procedures are incorporated throughout the exercise. The 86th Infantry Brigade Combat Team (IBCT) (VTARNG) conducted a pre- and post-mobilization JRTC exercise (October 2009 and February 2010) at Fort Polk, Louisiana. This included a 100-Soldier contingent from Macedonia. The 2/34 IBCT (IAARNG), conducted a post-mobilization NTC rotation. Multiple states provided support to AC JRTC and NTC rotations with company- and battalion-sized aviation, engineer, military police, transportation, and other units. More than 12,000 ARNG Soldiers assisted in training rotations at JRTC and NTC. The participation of ARNG units at the CTCs help states to maintain their training readiness while providing invaluable support to deploying BCTs.

The 36th Infantry Division (TXARNG) participated in a division war-fighter exercise conducted by the Brigade Command and Battle Staff Training Program (BCTP) at Fort Leavenworth, Kansas. The 45th IBCT (OKARNG) and 79th IBCT (CAARNG) conducted brigade war-fighter exercises as they prepared for mobilization. There were multiple units that conducted COIN seminars, MDMP and other staff training throughout FY10. The ability of division and brigade staffs to perform their wartime missions when mobilized is enhanced by training received from the BCTP.

National Maintenance Training Center (NMTC)

The NMTC at Camp Dodge, Iowa, serves as the Sustainment Center of Excellence for the ARNG. In FY10, the NMTC trained more than 3,300 Soldiers and conducted over 30 two-week training rotations. The NMTC provides collective-level technical maintenance and quartermaster training to component repair

companies, field maintenance companies, support maintenance companies, and maintenance platoons located in the forward support company. Soldiers train with actual theater-current end-items and the components from the end-items. The commander and staff of brigade support battalions and combat sustainment support battalions receive training on military decision-making, process planning, operation and operational order development, and operation order execution. The Soldiers also conduct tactical lane training in vehicle recovery, countering improvised explosive devices, and small unit engagement. Camp Dodge continues to provide state-of-the-art technical and tactical training to Soldiers sustaining the fight.

Exportable Combat Training Capability (XCTC)

In order to provide the critical, culminating company-level collective training, the ARNG continues to schedule XCTC exercises. The XCTC program is theater-immersion, collective combined arms training in a contemporary operating environment. It incorporates current techniques, tactics, and procedures and theater-specific lessons learned for units conducting pre-mobilization training prior to deployment. The XCTC certifies ARNG units on company-level collective training tasks and demonstrated battle staff proficiency prior to mobilization. The XCTC incorporates advanced live, virtual, and constructive training technologies that allow for full instrumentation of the training area, individual Soldiers, role players, civilians on the battlefield, and opposing forces. By placing measuring instruments on units and Soldiers—and at strategic locations within training areas—units are able to receive an after-action review, complete with two-dimensional, three-dimensional, and video playback of the actual XCTC training exercise. This allows commanders and Soldiers to view the training exercise from every perspective, further enhancing the training experience.

In 2010, the program was officially recognized by the DA as a critical training requirement. The DA recognized that the incorporation of all components into these training events created significant programmatic and rotational efficiencies. The program held five training events involving nearly 11,000 Soldiers from 96 ARNG

and USAR companies. These Soldiers represented seven states and five brigades. The training events were conducted at four National Guard installations in close proximity to the units being trained.

Muscatatuck Urban Training and Testing Center (MUTTC)

The MUTTC is a non-contiguous, sub-component of the Camp Atterbury Joint Maneuver Training Center. Muscatatuck provides a three-dimensional (air, ground, and sub-terrain), complex “operating box” that meets the requirements specified in the joint urban environment test capability. It is capable of supporting training from the individual through brigade task force levels. Muscatatuck is fully-capable of supporting both foreign and domestic urban scenarios. The site operates under the direction of the Indiana National Guard Muscatatuck Center for Complex Operations, which can draw upon a wide spectrum of joint, interagency, intergovernmental, multi-national, and private sector resources. Muscatatuck routinely supports training of Title 32 and Title 10 Army forces, personnel from other services, OSD, State Department, combatant commands, and other federal and state agencies. Additionally, Muscatatuck routinely supports the assessment and evaluation of technology in support of DOD requirements.

The full-immersion, 21st-century, megapolitan, operating environment encompasses a 974-acre site, incorporating a 180-acre reservoir and an urban setting of more than 120 training and testing structures. The environment includes buildings representing a school, hospital, dormitories, light industrial structures, single-family dwellings, a dining facility, and administrative buildings. The buildings are concentrated in a tight geographical area which provides a dense urban training environment. Additionally, the training area includes an extensive underground utility tunnel system, cave system, and more than nine miles of roads. The complex is a consortium of governmental, public, and private entities pooling their unique capabilities to provide the most realistic training experience possible. Training can be tailored to replicate both foreign and domestic scenarios and can be used by a wide array of civilian and military organizations.

Established in February of 2009, the growing Muscatatuck team has supported training of over 3,300 Soldiers, including those participating in integrated field training with U.S. government civilians. More than 75,000 trainees from military, government, and private agencies used the facilities in FY10, including ARNG troops, firefighters, police officers, and other first responders.

Battle Command Training Center-Leavenworth (BCTC-Lvn)

The Battle Command Training Center-Leavenworth (BCTC-LVN) facility provides battle command and staff training, training support, and publications to ARNG Soldiers and units, on-site or via mobile training teams (MTTs). Training is provided prior to mobilization to assist Soldiers prepare for full-spectrum operations in a joint, interagency, intergovernmental, and multinational environment. The BCTC-Lvn, a federal field operating agency of the ARNG, employs more than 100 personnel at its 42-acre, 16-building campus at Fort Leavenworth, Kansas. The BCTC-Lvn buildings comprise 140,000 square feet of indoor training space. The training complex was designed to host division warfighter exercises and accommodate other large command post exercises. The BCTC-Lvn has 2 field training sites totaling 2.9 acres equipped with power and communications infrastructure. These sites accommodate two brigade tactical operations centers (TOCs), or a combination of a one-division and one-brigade TOC. The BCTC-Lvn facility also houses the Kansas ARNG’s 35th Division Headquarters and coordinates three programs: the Army Battle Command Systems-Support Team, the Battalion Staff Training Team, and the Training Analysis Feedback Team. The BCTC-Lvn provides its services to ARNG Soldiers and units at no cost to the unit. In FY10, BCTC-Lvn trained a total of 10,500 personnel from 290 units at over 300 events at its facility and via MTTs. This training significantly enhanced the battle command capabilities of ARNG Soldiers, staffs, and commanders, better preparing them for mobilization and deployment.

Exercise EAGLE OWL

Exercise EAGLE OWL is a two-week, combined staff exercise between the United States and the United

Kingdom, which is conducted semiannually at Fort Leavenworth, Kansas. It brings together about 200 United Kingdom majors from the Intermediate Staff and Command Course (Land) with their U.S. counterparts from the Intermediate Level Education course. Students and faculty use collaborative discussion and tactical planning at the brigade combat team-level in Irregular Warfare and Stability Operations. The most recent exercise incorporated an aggressive guest speaker program to include briefings from Human Terrain Systems, a provincial reconstruction team panel.

Exercise Vibrant Response 2010

Vibrant Response 2010 is a U.S. Northern Command (NORTHCOM)—directed and U.S. Army North (USARNORTH)—executed culminating training event for chemical, biological, nuclear, and high-yield explosive (CBRNE) consequence management response force (CCMRF) 11.1, focusing on defense support of civil authorities missions in a consequence management role. This command post exercise, conducted at Fort Leavenworth, Kansas, in August 2010, involved 400 to 500 people. It challenged the command and control aspects of a joint task force headquarters required to respond quickly to a domestic disaster.

This exercise included Soldiers from the 3/30 Maneuver Enhancement Brigade from Illinois, and 63rd Theater Aviation Brigade from Kentucky (TF AVN C2 HQs), with down trace units from Maryland, New York, and North Carolina. The CCMRF falls under U.S. Army North (ARNORTH), which is part of U.S. Northern Command (USNORTHCOM), and the lead agency for Vibrant Response. U.S. Army North coordinates the federal military support for domestic operations on land. The CCMRF is designed to reinforce state/local responders when they request federal assistance.

Professional Education Center (PEC)

The Lavern E. Weber Professional Education Center (PEC), located at Camp Robinson in North Little Rock, Arkansas, is the national training center for the ARNG. The PEC has been a full-service training and conferencing facility since 1974. Camp Robinson has a 75-acre campus consisting of 43 buildings and a total staff of nearly 600 personnel comprised of military, DA civilians, contractors and state

employees. Annually, the school provides instruction to over 28,000 members of the military force through on-campus classes, web-based training, or by sending MTTs to the 54 states and territories. While many things have changed and the facility has grown exponentially in 36 years, the commitment to providing excellence in education to the total force, remains the same.

The schoolhouse has eight training centers: Education Support Center; GED-Plus Program; Human Resources and Readiness Training Center; Installation, Logistics and Environmental Training Center; Information Technology Training Center; Organizational Readiness Training Center; Resource Management Training Center; and the Strength Maintenance Training Center.

Information Technology Training Center

Modernization and transformation of the Army has resulted in a greatly increased requirement for Soldiers trained as information technology (IT) specialists. At the end of FY10, the ARNG had 1,470 Soldiers who required this training. To help alleviate this shortage, the Arkansas National Guard Regional Training Institute (RTI), with the assistance of the Information Technology Training Center at the PEC, stood up an IT specialist training program. This training is accredited by the U.S. Army Signal School at Fort Gordon, Georgia. Utilizing the Arkansas National Guard RTI school structure and PEC's equipment and experience, the two organizations trained more than 40 IT specialists during FY10 and are on track to train 100 Soldiers during FY11.

Installations, Logistics, and Environmental Training Center

The Installations, Logistics, and Environmental Training Center attracted more than 10,000 students in FY10 to resident, new equipment training, and DL courses. Programs of instruction for 75 courses included standard army management information systems, geographic information systems, transportation of hazardous materiel, Support Operations Course, electronic security systems certification, officer professional development, chief facilities management office certification, and food service. Classes of one or two weeks in duration were

designed to train the most critical tasks associated with specific duty positions.

General Education Development (GED) Plus Program

The GED Plus Program is a residential school located at Camp Robinson, Arkansas. Classes, of either 15 or 22 days, are based on the student's Armed Forces Qualification Test scores. Students experience both a structured academic environment and military basic training atmosphere. The GED Plus Program has become an essential step in the training pipeline for GED enlistments; once an individual receives his or her GED, they are shipped directly to basic combat training (BCT). The program is the vision of the former Director of the Army National Guard, LTG (R) Clyde Vaughn, who said, "The program is one piece of a larger educational initiative to help solve critical educational issues facing American society."

The Patriot Academy

The Patriot Academy, based at the MUTTC, is the nation's first accredited military academy awarding a high school diploma. The Patriot Academy enrolls qualified initial-entry Soldiers who have not completed their high

school education and provides them with the opportunity to earn their diploma. Soldiers receive full-time military pay and benefits as they receive education and military training. While at the Patriot Academy, students work in a web-based environment to complete high school diploma requirements. Soldiers use the federal tuition assistance program for enrollment into the diploma program. Soldiers conduct military training to include instruction on military operations in urban terrain, traffic control points, and other skill areas. The staff consists of approximately 67 military and civilian personnel at a projected cost of approximately \$8.9 million. Operations and maintenance costs add an additional \$4.4 million with a total operating cost of \$13.3 million in FY10. Enlistees attend Army BCT and then arrive at the Patriot Academy to begin their studies. Upon graduation from the Patriot Academy, the soldier attends advanced individual training (AIT). Upon completion of AIT, the soldier returns back to his or her state or territory.

Crawling to capture enemy information during a reconnaissance mission at the Patriot Academy. Photo by 1st Lt. Kyle Key



GUARD STRENGTH



To meet the state and federal missions, the ARNG must provide a ready force. To accomplish this mission, ARNG core competencies include developing overarching manning strategies; managing recruiting and retention operations; and implementing education, employment and incentive programs that shape the force to meet the ARNG’s operational demands. The ARNG coordinates and synchronizes with the Army Accessions Command, DA, and the Office of the Secretary of Defense (OSD).

Recruiting and Retention

The ARNG end strength (ES) for end of year FY10 was 362,015. This is 3,815 over the congressionally authorized ES of 358,200. While the new Selected Reserve Incentive Program does not support exceeding authorized ES, the policy does support states below their ES authorization to work toward their ES target. This policy supports ES growth and targets critical skill military occupational speciality (MOS)-qualified Soldiers. The ARNG will reduce skill level vacancies and improve personnel readiness within its formation. The quality marks for FY10 accessions are expected to remain above the OSD standard. The ARNG established and continues to use the recruit force pool to improve readiness, enhance the accuracy of readiness reporting, and reduce costs prior to BCT attendance.

Fiscal Year 10 was another goal-achieving year for both recruiting and retention. In FY10 the ARNG focus was on continuing quality accessions and retaining critical

MOS Soldiers, and adjusting the rolls by separating Soldiers listed in any of the four negative ES categories of long-term no-validation pay, expired term of service, non-MOS qualified, or no training seat reservation for more than 21 months. These measures create a more accurate accounting of the ARNG personnel strength and better reflect a truly ready force. The ARNG retained qualified Soldiers and managed attrition to minimize losses and turnover in the ranks. At the end of FY10, 27 states were at or above 100 percent manning, 25 states were between 96.8 percent and 99.9 percent, and only 2 states were below 96.8 percent. We met the challenge of finishing the year at 362,015 actual strength. Simultaneously, we achieved impressive levels of readiness and deployability.

Full-Time Support (FTS)

The ARNG FTS program consists of both military technicians and Active Guard Reserve (AGR) Soldiers. Full-time personnel sustain the day-to-day operations of the entire ARNG. The readiness levels of ARNG units are directly tied to the FTS program.

The previously-validated ARNG full-time support requirement was 84,862 (42,329 technicians; 42,533 AGR). This requirement was based on the ARNG’s former mission as a strategic reserve. The AGR authorizations are 75 percent and technician authorizations are 68 percent of the requirements for a strategic reserve. The ARNG is now an operational force and its FTS needs

	Active Guard Reserves (AGRs)	Military Technicians	Total FTS	% of Requirement
Validated Requirement (Strategic Reserve)	42,533	42,329	84,862	100%
Authorized for FY10	32,060	29,401	61,461	72%
Requested in FY11 Budget	32,060	29,730	61,790	73%
Programmed for FY13	32,060	29,980	62,040	73%

Figure 8. ARNG Full-Time Support

are well above the current authorized levels. To maintain the appropriate level of readiness for mobilizations, AGR and technician requirements must be increased to previously-validated numbers while manpower studies are conducted to determine the ongoing demands of an operational force.

For additional information about FTS, please see the accompanying CD, or, if viewing online, [click here](#).

Job Connection Education Program (JCEP)

The JCEP is a pilot ARNG employment initiative designed to help improve the quality of life of National Guard Soldiers who are unemployed or under-employed. This is done by improving their ability to seek, obtain, and retain civilian employment through assessing their skills and experiences, updating their resumes, providing effective interview training and job search training, and introducing them to education and job expositions. The JCEP goal is to connect Soldiers to civilian employment opportunities. Program staff work individually with Soldiers and closely with local employers to establish formal relationships that match skills and requirements with potential employers. The JCEP is currently only in Texas.

For additional information about JCEP, please see the accompanying CD, or, if viewing online, [click here](#).

Employer Partnership Office (EPO)

The EPO program provides employment opportunities for Soldiers by establishing a good working relationship with the private and public sector employers. The EPO serves as a mechanism for Soldiers and employers to meet and identify mutually-beneficial career employment possibilities. The EPO program website provides the initial interface between employers and Soldiers. Resume advice, job listings, and employer chat room are among the tools available through the EPO website.

Despite continuing efforts to improve education benefits and placement services, the unemployment rate among ARNG Soldiers has risen to 11.29 percent. This rate is higher than the overall U.S. rate, which was reported

at 9.7 percent in the Department of Labor May 2010 unemployment report. The EPO assists Soldiers through its website and program support managers. The EPO mission is to conduct job searches by military occupation skill, civilian job title, and region. Soldiers can apply and submit resumes from the EPO website directly to a network of over 900 EPO business partners and Fortune 500 companies.

Employer Support



Employer Support of the Guard and Reserve (ESGR) is a DOD organization established in 1972. Its mission is to gain and maintain employer support for National Guard and USAR service by recognizing outstanding support, increasing awareness of the law, and resolving conflict through mediation.

Across the nation, 56 field committees with approximately 4,500 volunteers provide information and help foster employer support. The ESGR volunteers also reach out to the ARNG and other reserve component (RC) members to ensure they understand their rights under the law. For military members who experience difficulty with their employers, ESGR provides ombudsman services. Ombudsmen provide information, counseling, and mediation support for issues related to the Uniformed Services Employment and Reemployment Rights Act.

For additional information about ESGR, please see the accompanying CD, or, if viewing online, [click here](#).

Guard Apprenticeship Program Initiative (GAPI)

To help Soldiers improve their job skills and establish a lifetime career, the ARNG has established the GAPI – a partnering with the Department of Labor (DOL) in coordination with the Department of Veterans Affairs (VA) offices. The GAPI is an earn-while-you-learn experience helping Soldiers learn new concepts and skills and obtain national certification in one of over 100 trades while earning wages. These trades are mapped to over 200 MOSs, and eligible Soldiers receive VA educational benefits while they pursue an apprenticeship program. The apprenticeship combines an educational curriculum with on-the-job training supervised by a trade



Preparing to fire at the moving-targets range. Photo by Sgt. Roberto Di Giovine

professional or supervisor. Apprenticeship training takes 1 to 5 years to complete or requires 2,000 documented work hours for qualification in an occupation or trade. The GAPI program has been facilitating the accreditation of military training with the requirements set by DOL and VA.

For additional information about GAPI, please see the accompanying CD, or, if viewing online, [click here](#).

Personnel Support Actions

The ARNG provides oversight of medical processing administration for medical extensions and evaluations, the Defense Enrollment Eligibility Reporting System identification cards, and early eligibility for TRICARE program for deploying Soldiers. During FY10 the Personnel Division adjudicated over 19,620 cases of injured or ill ARNG Soldiers and expended \$21.9 million through 1,037 incapacitation payments. The ARNG also invested \$1.7 million in upgrades and operations of the Line of Duty (LOD) Module, which provides an

automated, real-time management capability to prepare and transmit LOD actions.

High School Player Development Program (HSPD)

The ARNG has partnered with the National Football League (NFL) by sponsoring the HSPD for a second year. The HSPD provides incoming high school sophomores through seniors a program that focuses on academic counseling, character development, and specific football skill training by position. The program consists of being the presenting sponsor of a high school program that helps reach students across the country. The NFL and ARNG offered the program to every high school in the U.S. that has a football team, making it available to 15,500 schools. Recruiters and Soldiers attended each camp in order to interact with the students in a non-military setting. The FY10 program involved 141 camps in 37 states, reaching over 40,000 students.

SOLDIER AND FAMILY SUPPORT



The essence of the ARNG is the Soldier, his or her buddy, and family. A few states have developed comprehensive social support initiatives and several states (e.g., Michigan, California, Nebraska, Nevada, Maryland, New Hampshire, Ohio, Illinois, Wisconsin, and Kansas) have developed creative resilience efforts. These programs emerged out of a need and were identified as a priority by ARNG senior leadership.

Building Resilience in Our Soldiers and Families

The MIARNG Buddy-to-Buddy program is a collaborative effort with the University of Michigan, Michigan State University, and the MIARNG. Soldiers are trained at different levels to identify Soldiers with behavioral health symptoms. Level 1 buddies are Soldiers who deployed with their units and upon returning home receive special training in the referral process. The key concept is that a Soldier will feel more comfortable talking with a fellow Soldier regarding behavioral health needs. Those needs can then be identified and the Soldier needing assistance can be guided toward appropriate treatment. These Soldiers keep in contact with assigned buddies by telephone and explore other methods of contact such as e-mail and social media. Level 2 volunteers are combat veterans, usually from the First Gulf War or Vietnam. These volunteers receive training in psychology concepts and proactively keep in touch with their buddies. Each level 1 trainer receives instruction through the University of Michigan and has a checklist for referral information. For mental health concerns, buddies contact the director of psychological health or a behavioral health professional.

Keeping with the theme of social support, the California Army National Guard has an embedded psychologist program, in which behavioral health professionals are assigned to units to focus on early intervention. Thirty-six units have been involved since 2006 and, as of the end of FY10, thousands of Soldiers with behavioral health conditions that might not have been identified have been referred for treatment or counseling. Referral

contacts frequently show some signs of post-traumatic stress effects.

The Nebraska National Guard hosts Nebraska fellowship groups to help veterans and their spouses resolve issues related to combat stress and readjustment from trauma experienced while on active duty. The goal of the group is to help individuals cope more effectively with a wide range of issues including family and relationship discord, depression, anxiety, anger, guilt, impulse control, decision making, styles of communication, and self-medication. The group is also designed to assist members in coping with the impact of combat experience and understanding how deployments affect their lives while providing them with an opportunity to interact with, support, and learn from one another. The discussions of the issues, situations and experiences are strictly confidential. Fellowship groups are hosted by the Lincoln and Omaha Vet Centers.

The Nevada National Guard has created reintegration teams of veterans who travel from Nevada to demobilization sites to talk to Soldiers about deployment and combat experiences. These demobilization teams talk to Soldiers about things they personally experienced when they deployed. The teams strive to normalize the process (improve the comfort level) for Soldiers to talk to professionals, each other, and family members as a way to settle into a new normal. These teams interact with the state OEF/OIF coordinators and transition assistance advisors.

A number of states have partnered with community agencies to secure the safety net surrounding our Soldiers and their Families. The Maryland National Guard has developed a service called Partners in Care, a network of faith-based organizations with volunteers who provide practical services for Soldiers and their Families. A directory for unit leaders is maintained by the JFHQ chaplain's office in conjunction with participating churches. The directory is distributed to commanders of all units and identifies the services available, locations, and points of contact to help the commander refer the Soldier or family to an appropriate agency or professional.

New Hampshire and Ohio and their respective state mental health groups have formed alliances for networked care by formalizing memoranda of agreement. The area of eligibility for Soldiers and Families in need is broadened, thus providing a continuum of care. Related to the continuum of care is the preventive work many states and territories are doing by focusing on resilience training.

The Illinois Army National Guard (ILARNG) Kids are Heroes Too movement is hosted by two daughters of an ILARNG Soldier. Kids write or blog on a site where they can share stories of what it means to them to be a military kid, what happens when a parent deploys, or what to do if a parent is involved in a serious or catastrophic incident. The primary goal of the site is to normalize the experience of military kids in a geographically dispersed environment while providing a safe outlet to share experiences and build resilience.

The Wisconsin Army National Guard has a community wellness program that prepares Soldiers for the challenges they may confront throughout their careers. The goals of this program are to train Soldiers, family members, and civilians to identify the realities of challenging environments, develop skills to thrive and be resilient in the face of these realities, and learn how to use these skills to help themselves, fellow Soldiers, and those they lead.

The Kansas National Guard has led the way in developing resilience training for Soldiers and Families. The Flash Forward for Leaders training consists of one 8-hour training session divided across various categories including stress, family, chaplain programs, and instruction on biofeedback (stress) evaluation. Each training category consists of video, lecture, and a small group component. The program is partly based on stress inoculation training. The Kansas Flash Forward for Families program, Lifeties, is also underway. This training program provides a comprehensive range of education, training, physical tools, and skills to cope with high stress environments, helping Soldiers and Families to identify and resolve potential problems.

Several adjutants general are piloting virtual reality exposure therapy as a way to increase resilience as

well as treat post-traumatic stress effects. Individuals diagnosed with stress symptoms can re-live traumatic experiences in a controlled clinical setting, allowing them to better process war-related stress. Stress inoculation therapy is administered as part of virtual reality combat training. Warfighter physiological response to intense combat conditions is recorded during stress inoculation therapy and normal virtual reality combat training prior to deployment. The pre-deployment measures constitute a baseline against which future measures can be compared.

Family Assistance Centers (FACs)

During FY10, the ARNG operated 381 FACs at an investment of \$30 million. Personnel costs and operational expenses supported more than 450 FAC specialists, youth deployment specialists, and FAC coordinators. Most FACs are staffed with contractor personnel and augmented with volunteers, military personnel, and state employees.

For additional information about FACs, please see the accompanying CD, or, if viewing online, [click here](#).



Resiliency Training Center

The Kansas National Guard established a resiliency training center, which focuses on prevention through proactive marriage workshops and stress-relief training before, during, and after deployments. The main goal of the resiliency program is to create resilient service members and families. The mission of the program is to provide a continuum of care, including a comprehensive range of education, training, and tools necessary to cope with high levels of stress. This includes the skills to accurately identify potential problems and the team effort of developing both individual and group techniques for surviving and prospering in times of great stress.

This resiliency training center will continue to use all available traditional and modern communication tools, including onland and online training, iPods and podcasts, websites, EmWave, social networking, professional speakers and trainers, videos, and small group discussions. The ARNG has been appointing suicide intervention officers to every ARNG company

nationwide. Each state and territory has a trained suicide prevention program manager.

Yellow Ribbon Reintegration Program

The Yellow Ribbon Reintegration Program provides information, services, referrals, and proactive outreach to Soldiers, spouses, employers, and youth throughout mobilization: pre-alert, alert/pre-deployment, deployment, post-deployment, and reconstitution (reintegration).

In FY10, the ARNG continued to aggressively implement the Yellow Ribbon Program, having funded more than 1,366 events at a cost of over \$37 million which supported more than 95,000 Soldiers and 83,000 family members. An interim implementing instruction was distributed to the states to assist with requests for funding that was provided in the FY10 Overseas Contingency Operations Supplemental for reintegration events and activities. Since FY08, the ARNG has provided over \$70 million to various states. The ARNG established full-time contract personnel within the headquarters of each state to assist in the management and implementation of their Yellow Ribbon Reintegration Programs.

Strong Bonds Program

Recognizing the importance of family support, the Army introduced the Building Strong and Ready Families, or Strong Bonds program, in 1997. Strong Bonds is a chaplain-led program which assists commanders in building individual resilience by strengthening the Army Family. The core mission of the Strong Bonds program is to increase individual Soldier and family member readiness through relationship education and skills training.

The Strong Bonds program consists of four sub-programs applied across the ARFORGEN model: single-Soldier, couples, families with children, and all Soldiers and Families facing deployment. The events are conducted in a fun, safe, and secure environment while addressing the impact of relocations, deployments, and military lifestyle stressors.

The ARNG expended \$7.2 million in FY10 in the 54 states and territories in support of over 320 Strong Bonds events supporting over 19,500 Soldiers and Families. Currently, the ARNG has more than 400 chaplains, chaplain's assistants, spouses, and family program personnel who have obtained the skills and certifications required to effectively conduct Strong Bonds events.

For additional information about the Strong Bonds program, please see the accompanying CD, or, if viewing online, [click here](#).

Survivor Services

Through a cooperative effort with parent services, veteran service organizations, casualty and mortuary affairs operations centers, casualty assistance centers, and communities, the ARNG provides ongoing support to Soldiers and Families through military funeral honors, casualty assistance, and survivor outreach services.

The ARNG provides professional military funeral honors, in accordance with service tradition, to all eligible veterans and fallen warriors. The Guard supports 81 percent of military funeral honors for the Army and 51 percent of funeral honors for all services combined. In FY10, the Military Funeral Honor Program provided or supported funeral honors for more than 126,310 veterans and Soldiers.

A Georgia Guardmember is greeted by his son while in homecoming formation. Photo by Master Sgt. John Kinnaman



MEDICAL REVIEW

The Office of the Chief Surgeon team promoted ARNG medical readiness in FY10. As a recognized operational force, the ARNG has three primary goals: supporting deployment of a healthy force, supporting deployment of the medical force-units, and facilitating warriors in transition and family care-beneficiaries.

Medical and Dental Readiness

In FY10, the Office of the Chief Surgeon received funding for the following programs: medical readiness, \$154.7 million; OCOs, \$28.6 million; and dental treatment, \$11.3 million. These funds went toward physical examinations, immunizations, contracts in support of medical readiness, and deployment of over 46,000 Soldiers who met physical, dental, and mental health standards.

Readiness increased from 46 percent fully medically ready in FY09 to 60 percent medical readiness classification in FY10. This success resulted from increased targeted funding and a concerted effort by ARNG staff to act as liaisons between NGB and Army medical commands to meet funding, manning, and equipment requirements.

Treating an Afghan worker with a severe cut on his finger. Photo by 2nd Lt. Jason Smith



More than 100 NGB staff assistance visits to mobilization stations and state readiness events also contributed to this increase in ARNG medical readiness.

Dental readiness at mobilization stations continued to increase to over 85 percent dental readiness classification categories 1 and 2 in FY10. Funding of \$28.1 million and NGB/state coordination were instrumental in providing a drop in dental releases from active duty and Soldiers who were dentally disqualified. The First Term Dental Readiness Program moved forward to phase two with the goal of 95 percent in Dental Fitness Category 1 or 2 for Soldiers completing advanced individual training. Demobilization dental reset has been initiated by U.S. Army Dental Command with a goal of 95 percent in Dental Fitness Category 1 or 2 upon release from active duty.

The Army Selected Reserve Dental Readiness System was approved, enabling dental treatment of Soldiers throughout ARFORGEN. Program Objective Memorandum (POM) efforts to fund this initiative were successful for FY10 through FY15, achieving \$1.1 billion in critical requirements across the POM years.

Behavioral Health

In 2008, a national contract was awarded to support the second goal of the DOD, Mental Health Task Force Report Recommendation, 2007: "[E]nsuring a full continuum of excellent care for Service members and their families." In addition, the contract addressed the requirements of 5.4 of the Task Force report: "[T]o place a Director of Psychological Health [(DPH)] at each of the 54 JFHQ, and ARNG and ANG headquarters to act as the focal point for coordinating the psychological support for Guard members and their families."

The National Guard now has 54 DPHs, one in each of the states and territories. Responsibilities include:

- Develop a community-based needs assessment
- Assess and refer Guard members and their families who may have behavioral health issues from a

variety of sources including post-deployment health reassessment, self referral, informal commander-related referrals, and family member requests

- Assist with care transition and coordination (i.e., transition from a warrior transition unit back to the local community)
- Educate Guard members and their families on how to access quality behavioral health services
- Conduct leadership education and training on behavioral health challenges
- Build psychological fitness and resilience while dispelling stigma
- Improve access to care through coordination with state agencies and community-based behavioral health services
- Coordinate with other RCs within the state
- Document and track data to provide quality services and identify future needs/trends

In FY10, \$8.7 million OSD - Health Affairs funds were reprogrammed by the Congress to partially fund the psychological health contract.

Case Management

The Case Manager Support Contract option was exercised at a cost of \$14.5 million. At the end of FY10, case managers in 39 states were using the medical non-deployable module to manage their case loads. The NGB, with support from state users, began development of a case management module. This module will give full transparency to all stakeholders in the process, while maintaining necessary patient privacy. The module will also assist with data collection and program management to better establish case complexity and case worker-to-Soldier-and-patient ratios.

Occupational Health (OH)

The OH budget for FY10 was \$3.8 million, \$700,000 less than FY09. This program is instrumental in procuring OH services necessary to fulfill statutory requirements affecting the health of federal technicians and ensuring they have healthy work environments as mandated per the Occupational Safety and Health Act, Department of Defense Instruction (DODI), 6055.1, DODI 6055.5, Title 29 Code of Federal Regulations Parts 1910 and 1960, Army Regulation (AR) 40-5, AR 385-10, and other applicable federal, state, and local statutes.



Assisting the Multnomah County Sheriff's Department with a search and rescue for a lost boy in Portland, Ore. Photo by Capt. Stephen Bomar

The occupational health statutory medical surveillance program has a funding requirement of \$3.5 million to cover actual contractual costs to provide physicals to 15,000 federal technicians. Each occupational health manager coordinates the care and health programs of approximately 280 employees. Additional regulated occupational health programs that require program management funding include respiratory protection, hearing conservation, vision conservation, radiation-exposed employee monitoring, reproductive health conservation, hazard communication, injury or illness management, return to work program, epidemiology, unhealthy working condition abatement, ergonomics, health promotion, and the automated external defibrillator maintenance program. The ARNG requires \$1.5 million to support these regulated programs and the maintenance of testing equipment.

Industrial Hygiene (IH)

The IH budget for FY10 consisted of base funding of \$4.9 million. This program is instrumental for the procurement of IH services necessary to fulfill statutory requirements to ensure the health of federal technicians and that they work in safe and healthful workplaces, as mandated by the occupational safety and health act, DODI.

Periodic Health Assessment (PHA)

With units regularly deploying and mobilizing, the ARNG has an increased need to monitor and track Soldier medical readiness, with a special emphasis on preventive measures. In order to improve individual medical readiness rates, the Army has implemented the PHA program, which requires an annual physical assessment. The PHA consists of two parts: a self-assessment and a provider assessment. The PHA outcome is entered into the Medical Operational Data System for viewing by the commander.

The five-year retention physical has served the military well in previous years; however, the overwhelming increase in deployments and mobilizations requires closer tracking of a Soldier's individual medical readiness to ensure he or she is available for deployment at any time. The PHA ensures that all Soldiers regularly see a provider to evaluate their deployability, as well as to

address any preventive healthcare needs. The ARNG will continue to improve the PHA program and is committed to remediating individual medical readiness across the National Guard.

Medical Surveillance

Civil support team (CST) medical surveillance has been essential to ensure the health of the 56 CSTs. An average annual cost of \$250,000 in FY10 supports the monitoring and tracking of CSTs through the AERO IT system. This includes essential cholinesterase (chemical exposure) tests performed by specialized Army labs, physical exams provided through military treatment facilities across the county, and industrial hygiene sampling of facilities housing these critical teams.

Warrior Transition Units (WTUs)

To provide the best support and transition assistance for wounded, injured, and ill Soldiers, the ARNG supported the Army's WTUs and community-based warrior transition units (CBWTUs) with over 600 ARNG Soldiers positioned at all levels of the organization, from squad leaders to battalion commanders. The WTUs provide non-clinical support, complex case management, and transition assistance for Soldiers of all components at medical treatment facilities on AC installations. The CBWTUs provide high-quality health care, administrative processing, and transition assistance for recuperating RC Soldiers while allowing them to live at home and perform duties close to their homes and families (these Soldiers work at a reserve center within the confines of their profiles). At the end of FY10, the WTUs managed more than 1,500 ARNG Soldiers and the CBWTUs managed more than 900 ARNG Soldiers throughout the U.S.

For additional information about CBWTUs, please see the accompanying CD, or, if viewing online, [click here](#).

LOGISTICS REVIEW

Ground Operating Tempo: Equipment Maintenance

The ground operating tempo (OPTEMPO) program supports the day-to-day operations and collective unit training efforts for the Army. It pays for repair parts, fuel, limited organizational clothing and individual equipment, medical supplies, tools, and myriad stock-funded secondary items.

The funding posture for ground OPTEMPO has been in steady decline since FY05. In FY10, ground OPTEMPO funding for the ARNG totaled \$922 million; this was less than 66 percent of the Guard's overall critical requirement.

The President's FY11 budget provides only 44 percent of the fuel and spare parts needed to repair and maintain unit equipment while training at the minimum approved levels. The ARNG is continuing to take significant and increasing risks in home station training.

The Guard will receive substantial amounts for new modern equipment in the near future. The cost of maintaining and repairing unit equipment will necessarily rise. Ground OPTEMPO funding for adequate maintenance and repair resources is essential for the proper functioning and the protection of this new equipment investment.

Depot Maintenance

The Army National Guard Depot Maintenance Program continued to be an integral part of ARNG sustainment activities during FY10. This program is based on a repair-and-return-user premise, as opposed to the equipment maintenance float or loaner system used by the AC. The ARNG does not have a quantity of selected end-items authorized for use by units as immediate replacements when critical equipment is sent to the depot for repair. In addition, the Depot Maintenance Program fully funds ARNG test, measurement, and diagnostic equipment calibration.

Funding for the ARNG's surface depot maintenance requirement was increased by 3.7 percent in FY10. The program received \$281 million of its total requirement of \$461.6 million. This increase was due primarily to the increased cost for rebuilding the ARNG's aged tactical wheeled vehicle fleet. In addition, the program continued to address near-term equipment readiness issues with the M113 family of vehicles and M109A6 self-propelled howitzers. During FY10, the ARNG Depot Maintenance Program funded the overhaul of 3,387 tactical vehicles.

Reset Process

The Army continued to work with ARNG leaders to refine requirements for critical dual-use equipment (equipment usable both in wartime and in homeland defense) and to ensure that the states and territories had adequate capabilities to protect the lives and property of American citizens during a catastrophe.

During FY10 several changes were made to resolve previously identified reset issues. The biggest change was that both reset and left-behind equipment funding was tracked. The ARNG initially received \$96.3 million for FY10, in appropriation 2020 (Sub Activity Group 137) funds.

Environmental Program

The Army National Guard Environmental Program continued to enjoy successes in FY10, despite funding levels significantly lower than past years and increased mission requirements. Significant strides were made with Environmental Management System implementation, Non-Defense Non-Operational Defense Sites Program, operational range assessments, the Massachusetts Military Reservation and Camp Navajo cleanup programs, and sustainability.

The Environmental Program completed all environmental assessment documentation in support of the Military Construction (MILCON) Program first year execution rate of over 95 percent. This support and subsequent MILCON execution led to additional training facilities

and better training land sites for many ARNG states and territories.

As of the end of FY10, operational range assessments were initiated at 14 of the 57 ARNG sites requiring Phase II quantitative assessments. Quantitative data is being collected to determine whether a munitions contaminant release from an operational range to an off-range area creates an unacceptable risk to human health or the environment. The goal is to ensure the long-term viability of operational ranges while protecting human health and the environment. The estimated cost to complete these Phase II assessments programmed for FY10 was \$4 million. The ARNG received approval to use \$19.5 million of Defense Environmental Restoration (Appropriation 2020) funds to support site investigations on Non-Defense Non-Operational Defense Sites – sites previously used for ARNG training but never leased by the DOD.

Based on an FY10 memorandum of agreement with the U.S. Army Environmental Command, the ARNG now centrally executes and manages environmental projects. This allows the states to engage in the decision-making process within the Defense Environmental Restoration Program.

By the end of FY10 approximately \$56 million in Defense Environmental Restoration (Appropriation 2020) funds were executed to support site clean-up requirements.

The Environmental Program sustains a robust Environmental Performance Assessment System program, consisting of internal and external evaluations. In FY10, the ARNG completed 12 external assessments at a cost of \$4.4 million. These assessments examined deficiencies in order to avoid future regulatory fines and penalties. This program resulted in the ARNG receiving very few fines from regulatory agencies in FY10.

Today, all 54 states and territories have ISO 14001-compliant Environmental Management Systems.

Testing and inspecting portable lighting units in advance of an upcoming weather preparation exercise. Photo by Sgt. Athniel Thomas



INSTALLATIONS REVIEW

The ARNG has over 3,000 readiness centers (armories) in 50 states, 3 territories, and the District of Columbia. The NGB serves as a liaison to the state construction and facilities management officers (CFMOs) for acquisition and distribution of facilities-related resources, construction execution, and real property support. The organizational shift from a strategic reserve to an operational force brought about increased usage of our facilities. That means increased utility costs and funding shortfalls. Furthermore, an increased number of construction projects mean an increased workload. Despite these challenges, we have surpassed expectations by executing our military construction (MILCON) projects at rates higher than all the other components of the Army. In FY10, for the fifth consecutive year, the ARNG executed 100 percent of its base realignment and closure (BRAC) projects. We are the only component to achieve 100 percent execution for the entire BRAC program. We were also the only component to execute our initial MILCON projects under the American Recovery and Reinvestment Act of 2009 (ARRA) by the end of fiscal year 2009.

Key to our success is our continued improvement of our education programs and the certification of CFMOs.

Our peer-driven certification program allows the CFMOs to learn skills unique to their positions, where traditionally they learn the job through years of on-the-job experience. Further, the peer interactions allow them to make contacts and work across state lines to accomplish missions. To address positions below the CFMO, the ARNG hosts CFMO University (CFMO-U), a one-week off-site training program run for two consecutive weeks. Around 1,000 installation management support personnel attend a selection of the 70 courses offered each year. This program has grown in importance since deployments and rotations reduced the continuity that made the CFMOs successful a decade ago. Our goal is to grow a workforce at the national and state levels that will ensure premier facilities and services that support the accomplishment of ARNG missions.

The ARNG strives for continuous improvement. We continue the improvement of our internal business practices with the completion of Lean Six Sigma projects, which document and improve our practices, emphasizing customer satisfaction, cost, quality, process speed, and invested capital. We have streamlined our processes and we have an excellent IT infrastructure, with innovative

Constructing a 300-foot temporary wharf. Photo by MSgt. Toby M. Valadie



programs that help us respond to MILCON requests faster than ever before. Our premier system, Planning Resource Infrastructure Development and Evaluation, is a web-based facility management program for tracking projects and real property inventory. Energy sustainability and security has become a national priority. Disruption of energy supplies would hamper the Army's ability to accomplish its missions.

The ARRA created unprecedented funding opportunities for renewable energy projects. The ARRA provided a way to meet government requirements for energy reduction and relieve a backlog of energy projects. By increasing the use of alternative energy sources, the ARNG will be able to provide secure access to energy supplies, while at the same time reducing adverse impacts on the environment. While cost-reduction is the immediate goal of these projects, our long-term ARNG goal is to change user behavior and enhance our culture of individual accountability.

Military Construction, Army National Guard

As the ARNG transforms from a strategic reserve to an operational force, the demands placed on our facilities, particularly our readiness centers, are rapidly changing. The ARNG now makes up about 51 percent of the Army's combat strength. We were allocated 10.2 percent of the total FY10 Army military construction budget. Despite this, we have surpassed expectations by executing our military construction (MILCON) projects at rates higher than all the other components of the Army for several years. The ARNG received over \$812.1 million in total military construction funds for FY10. The Military Construction, Army National Guard (MCNG) program received over \$500 million for 40 projects crossing 30 states and territories. Included in the MCNG program is \$30 million for four projects specifically addressing unfunded urgent requirements to support our growing mission as an operational force. In addition, about \$30 million of unspecified minor military construction and \$47 million of planning and design funds were received. The BRAC program received \$230 million for the 15 projects, and ARNG executed 100 percent of these BRAC projects in FY10.



Facilities Operations and Maintenance

The ARNG operated more than 27,000 buildings, including 3,000 readiness centers (armories) in FY10. Army National Guard facility operations funding to keep these facilities functioning, (for example, utilities, municipal and engineering services, fire and emergency services, leases) was especially challenging this fiscal year, as it was for the Army as a whole.

Facilities sustainment provides funds for maintenance, major repairs, or replacement to keep the inventory of facilities in good working order. Sustainment prevents deterioration, maintains safety, and preserves performance over the life of a facility. Full sustainment funding will ensure that the facility will last to its expected life, but it will not change the overall scope for the facility.

Army National Guard sustainment, restoration, and modernization (SRM) projects were not funded in FY10, so some risk was taken in our sustainment accounts to accommodate the most pressing SRM projects. These sustainment programs keep ARNG facilities in good working order by funding preventive maintenance, emergency work orders, and repairs and replacements to facility components. It also funds projects required to extend the useful life of the facilities, minor construction as needed, and complete energy savings improvements. Additionally, FY10 marked the complete obligation of \$266 million in ARRA stimulus funding appropriated in FY09. These funds assisted the ARNG in completing over 900 SRM projects to further assist in energy conservation, alternative energy, and job creation.



INFORMATION TECHNOLOGY (IT)

During FY10, ARNG IT resources supported the implementation of network security projects, enhanced tactical IT support, network modernization, and continued support to each U.S. property and fiscal office, JFHQ, and ARNG headquarters location, primarily in the National Capital Region.

Supporting the Organization

The ARNG conducted network simulator training through the Army Guard Enhanced Networks and Training Simulator program which supports ongoing cyber-warfare initiatives. Four ARNG cyber warrior teams completed the program training. The teams focused on cyber fundamentals as well as individual and collective tasks. An assessment of the cyber warrior team skills was performed and the training curriculum was adjusted to include a larger audience. Cyber warrior teams are also trained to participate and collaborate in joint cyber defense exercises. The Army is transforming to the Land Warrior Network (LandWarNet). The focus of LandWarNet is the Army's transformation into joint, network-enabled, interoperable, knowledge-based warfare. Supporting a LandWarNet strategy in FY10, the ARNG engaged in a proactive approach toward consolidating the IT environment toward a net-centric architecture. Achievement of IT consolidation in FY10 included the design, testing, and fielding of a consolidated Active Directory (AD) environment as well as the design of a consolidated exchange environment. In accordance with the Federal Data Center Consolidation Initiative, Global Network Enterprise Construct (GNEC) standards, Global Information Grid 2.0 objectives, and ARNG's study on network transformation, the AD and exchange consolidation will provide the capability for all ARNG domain users with common access cards and properly configured government furnished equipment to access core services and resources anytime, anywhere within the ARNG's GuardNet environment. The AD and exchange project will provide the following benefits:

- Centralized enterprise management of an AD and exchange IT infrastructure

- Core systems and services with improved performance, functionality, and information sharing with greater network resource efficiency
- Standardization for enterprise solutions with minimization of non-standard solutions for common enterprise services
- Reduction of server hardware and software licensing costs by upgrading AD into a single enterprise-managed domain within the current ARNG array of domains lowering the total cost of ownership
- New and enhanced, standardized exchange messaging services
- Improved security posture of the ARNG array of domains
- Improved federation with the Army's GNEC
- The network's posture will offer enterprise operations and maintenance responsibility for exchange, mobile messaging, and server infrastructure

In an effort to increase unit readiness, the IT team completed Phase II of the secure network expansion project providing Secret Internet Protocol Router Network (SIPRNET) access to an additional 191 battalion-level and headquarters locations across the ARNG enterprise. Phase II of this effort will ensure that the ARNG has a SIPRNET presence at over 700 locations across the ARNG by the end of FY11. In response to the additional SIPRNET and Non-Classified Internet Protocol Router Network requirements across the ARNG; a significant increase in bandwidth was acquired to support the demand.

The National Guard significantly increased tactical operational capability by establishing a RC equipment suite (3rd Enclave) at the Network Service Center – Training (NSC-T) at Fort Gordon, Georgia. The NSC-T is a training and experimentation regional hub node that supports Warfighter Information Network – Tactical (WIN-T) sustainment training for all three Army components. The NSC-T was operating at maximum capacity and the RC training requirements were increasing



Searching for a trigger wire near a Mine Resistant Ambush Protected (MRAP) armored vehicle. Photo courtesy of Reuters

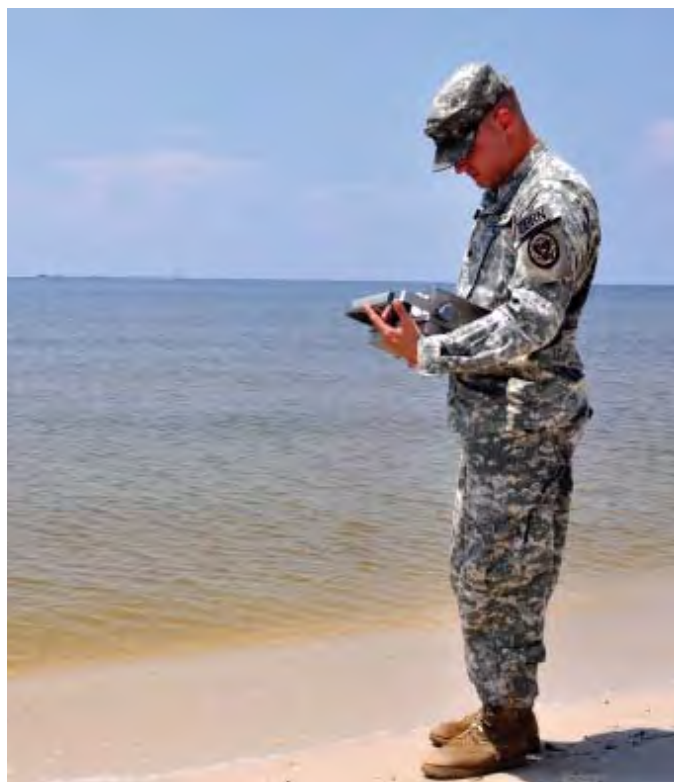
with full fielding of WIN-T. To ensure training bandwidth, service, and support is adequate for projected division, BCT, and battalion for WIN-T, command post nodes and other network enablers using the NSC-T for training at Fort Gordon when fielded. The RC equipment suite expanded the mission capacity of the NSC-T and ensured the RC's critical training requirement would not be limited due to lack of training resources. The procurement of a RC equipment suite increased the number of training missions from 32 concurrent missions to 48. Because the new enclave specifically increases the workload, the ARNG and USAR jointly funded the additional personnel requirements. The NSC-T can be utilized as a domestic operations tool in the event of emergencies in CONUS (the continental United States), Hawaii, and Alaska as directed by higher headquarters.

Enterprise Data Warehouse (EDW)

In FY10, users of the EDW increased more than 100 percent. Users from the 54 states and territories and nearly every division in the ARNGRC utilized improved real property, comptroller, equipment reset, and personnel reports that support ARNG manning, equipping, sourcing and resourcing efforts. The IT team enhanced several operational data marts and a groundbreaking pilot project. The team delivered an EDW/geographic information system data service pilot that leverages

certain existing EDW real property reports to display data on user-interactive maps. It combines EDW data with commercially-provided web mapping products. The EDW data is then displayed on the commercially-provided web map.

An Army National Guard chemical, biological, radiological and nuclear specialist with Task Force Vigilant Horizon, conducts a daily air test along the coast of Mississippi. Photo by Spc. Casey Mears



STATE INFORMATION SUMMARIES

Federal funding for Army National Guard (ARNG) activities provides an economic benefit to communities nationwide as the money received is turned over several times through this community-based organization.

Within each state, the territories of Guam, Puerto Rico, and the Virgin Islands, and the District of Columbia, the Army National Guard's unique presence is financially supported through a mixture of federal and local funding. Federal funding is provided through military pay and allowances, operating funds for civilian payrolls and purchase of goods and services, and capital investments through military construction projects.

Financial information for the ARNG as of September 30, 2010, was used to derive the economic impact data for FY10. The funding for each state and territory was accelerated by 1.84 times to reflect the economic multiplier effect of dollars in action throughout the nation's

communities. The component pieces of each category, along with data specific to each state and territory, are included on the attached compact disc and on the web version of this report.

	<i>Unaccelerated</i>	<i>Accelerated</i>
Military Pay & Allowances	\$6,123,408	\$11,267,070
Civilian Payrolls	2,075,947	3,819,742
Goods & Services	3,442,397	6,334,011
Military Construction	4,041,003	7,435,446
Totals	\$15,682,755	\$28,856,269

Note: The FY10 economic multiplier is 1.840, which is the average of 26 bi-weekly multipliers for the 52-week period ending September 22, 2010. Multiplier data obtained from the St. Louis Federal Reserve Bank Website at <http://research.stlouisfed.org/fred2/data/MULT.txt>.

Table 2. FY10 Economic Impact of Federal Spending

For economic information on each state or territory, please see the accompanying CD, or, if viewing online, [click here](#).



Soldiers from the Oregon National Guard's 41st Infantry Brigade Combat Team arrive at McCord Air Force Base to start their de-mobilization. Photo by Spc. Cory E. Grogan

ALABAMA



The Alabama Army National Guard (ALARNG) supported the state's response to the Deepwater Horizon incident and deployed multiple units overseas. The ALARNG supported OCOs in Iraq and Afghanistan, mobilizing more than 938 service members including those assigned to a one-star command, the 135th Expeditionary Sustainment Command, to support the surge of troops in Afghanistan. From 2001 through the end of FY10, more than 13,770 Alabama Army National Guard Soldiers have mobilized to support overseas contingency operations.

ALASKA



Fiscal Year 2010 was filled with successful deployments for the Alaska Army National Guard (AKARNG), as it started the year with the return of 140 Soldiers who supported a peacekeeping mission in Kosovo with UH-60 Blackhawks. Another 76 Soldiers from the aviation unit later deployed to Iraq in support of Operation New Dawn. The AKARNG continues to strengthen its partnership with Mongolia by deploying as embedded liaisons with the Mongolia Armed Forces to Afghanistan and participating in exercise Khaan Quest 2010.

ARIZONA



The following Arizona Army National Guard units are currently deployed or have recently returned from support of Operation Iraqi Freedom: 2nd Assault Battalion, 285th Aviation Regiment; 855th Military Police Company; 2220th Transportation Company; 3666th Surface Maintenance Company; and two logistics management assistance teams. The 158th Combat Sustainment Support Battalion is deployed to Afghanistan and the 160th Finance Detachment is deployed to Kosovo.

ARKANSAS



The Arkansas Army National Guard (ARARNG) began FY10, by hosting the annual Winston P. Wilson War fighter Sustainment Training Exercise and the annual Armed Forces Skill at Arms Meeting. In November, the 1036th & 1037th Engineer Companies were mobilized to conduct route clearance for ground forces in Afghanistan. The ARARNG also responded to other sustainment operations by mobilizing the state's first agricultural development team (ADT) and trained a follow on ADT to relieve in place. The 1-114th Security and Support Battalion was mobilized to Kosovo in support of KFOR-13 operations.

CALIFORNIA



At the end of FY10, more than 2,500 California Army National Guard (CAARNG) Soldiers were overseas supporting Kosovo Force 11 and operations Enduring Freedom and Iraqi Freedom, with nearly 600 additional Soldiers at mobilization sites. Among the forces in Afghanistan was the 40th Infantry Division's ADT, which taught farming techniques to improve Afghanistan's economy. Domestically, CAARNG units trained with members of the California Highway Patrol and other first responders.

COLORADO



During FY10, the Colorado National Guard (COARNG) celebrated its 150th anniversary and mobilized its citizen-soldiers to support Operation Enduring Freedom, where they teamed with Slovene soldiers, as part of an operational mentor and liaison team, to train and mentor the Afghan National Army. Soldiers from the COARNG provided humanitarian assistance for disaster relief to a devastating Haiti earthquake. At home, aircrews performed more than 20 daring mountain search and rescues from the High Altitude Colorado Army National Aviation Training Site (HAATS) and Buckley Air Force Base.

CONNECTICUT



During FY10, the Connecticut Army National Guard (CTARNG) had eight Soldiers from the 130th Public Affairs Detachment deployed in support of KFOR and a total of 698 Soldiers from the 250th EN Co, 1/102d IN BN, F/186th BSB, LMAT (ASG), DET 6 OSACOM, 247th EN DET and 1943rd Contracting Team deployed in support of Operations Iraqi Freedom and Enduring Freedom. The CTARNG also saw the return of 505 Soldiers of the 2/104th AV RGT, 192nd MP BN, 118th MED BN, 1/169th AV RGT and 250th EN CO from Southwest Asia.

DELAWARE



The Delaware Army National Guard (DEARNG) deployed a Blackhawk company to Afghanistan and augmented other National Guard units as they deployed to Afghanistan. At home, DEARNG soldiers provided support during three separate snowstorms. The DEARNG continued to operate the National Guard Bureau's Joint Communications Coordination Center and participated in numerous exchanges as part of a state partnership with Trinidad and Tobago.

DISTRICT OF COLUMBIA



During FY10, the District of Columbia Army National Guard (DCARNG) provided support to several vital federal and District of Columbia missions. Many units and individuals deployed in support of Operation Iraqi Freedom and Operation Enduring Freedom, including the 547th Transportation Company deployment to Balad, Iraq. The DCARNG Reaction Force continued to train and provided on-call assistance to local authorities in the event of a civil disturbance.

FLORIDA



The fiscal year began with the return of more than 300 Florida Army National Guard (FLARNG) Soldiers from a year-long deployment to Iraq; throughout the year additional Soldiers returned from aviation, finance, public affairs, engineer, and transportation missions. More than 2,500 Soldiers from the 53rd Infantry Brigade Combat Team deployed to Southwest Asia to support Operation Iraqi Freedom, and subsequently Operation New Dawn. In addition, nearly 100 Soldiers were activated to provide support for the Deepwater Horizon disaster in the Gulf of Mexico.

GEORGIA



The Georgia Department of Defense was designated as the Southeastern Regional Homeland Response Force. Georgia deployed or redeployed over 4,000 Airmen and Soldiers in support of OCOs. The partnership program with the Republic of Georgia was advanced by Georgia Army National Guard Soldiers assisting with the development, training, and deployment of Georgian Forces in support of operations in Iraq and Afghanistan.

GUAM



In FY10, the Guam Army National Guard (GUARNG) deployed and redeployed two platoons from the 1st Battalion, 294th Infantry to the Republic of the Philippines in support of Operation Enduring Freedom-Philippines and the Joint Special Operations Task Force-Philippines. The GUARNG also sent a 45-Soldier platoon out of Company C of the 1st Battalion, 294th Infantry and an embedded training team, comprised of 16 Soldiers, to support of Operation Enduring Freedom-Afghanistan (OEF-A). These two elements will redeploy and demobilize in early FY11.

HAWAII



In FY10, the Hawaii Army National Guard (HIARNG) mobilized the 230th Engineer Company and B-1/171st Aviation for year-long deployments in support of Operation Enduring Freedom. The HIARNG continues to support OEF with regular six-month rotational missions in the Philippines. Soldiers supported flood relief efforts and provided supplemental security at the Kulani Prison near Hilo, Hawaii. Elements of the 93rd Civil Support Team provided immediate disaster assistance in American Samoa after a tsunami hit the island.

IDAHO



The Idaho Army National Guard successfully trained, prepared, mobilized, and deployed citizen-Soldiers in support of Operations Enduring Freedom and New Dawn (DET 35 OSACOM/116th Cav Bde) while training to support civilian authorities and the homeland security mission, which included participating in various exercises such as Vigilant Guard.

ILLINOIS



The Illinois Army National Guard (ILARNG) deployed Soldiers to assist multi-national forces in the Iraqi and Afghanistan theaters of operation. Additionally, the ILARNG deployed a battalion-size element to support the peacekeeping mission in Sinai, Egypt. Along with deployments, the ILARNG reintegrated nearly 3,000 Soldiers after the 33rd Infantry Brigade Combat Team's deployment to Afghanistan.

INDIANA



During FY10, the Indiana National Guard (INARNG) had more than 2,600 troops deployed in support of Operations Iraqi Freedom and Enduring Freedom. The INARNG continued its support of the agribusiness development mission in Afghanistan with its first team returning in December 2009 and then deploying two more teams. The Patriot Academy located at Muscatatuck Urban Training Center, the military's only accredited high school, graduated its first two classes.

Scanning the horizon to identify threats while members from the ADT met with local government leaders and visited a local nursery.
Photo by Tech. Sgt. Brian Boisvert



IOWA



In FY10, more than 3,500 Iowa Army National Guard (IAARNG) Soldiers mobilized for combat duty in Afghanistan, Iraq, and Kosovo. This included the single largest deployment of the IAARNG since WWII with the deployment of the 2nd Brigade Combat Team for Operation Enduring Freedom. More than 3,000 IAARNG Soldiers currently serve on active duty in Afghanistan, Iraq, Kosovo, and other domestic and global locations.

KANSAS



Kansas National Guardsmen served in Iraq, Afghanistan, Kosovo, Horn of Africa and the Sinai during FY10. Units included the 2nd Combined Arms Battalion, 137th Infantry Regiment; Company G, 2nd Battalion, 135th Aviation Regiment (General Support Aviation Battalion); 2-130th Field Artillery; 226th Engineer Company, 891st Engineer Battalion and ADTs 1 and 2. Kansas expanded its Resiliency Center training program and shared it with other states and the NGB.

KENTUCKY



Nearly 1,000 citizen-soldiers were mobilized and deployed in 2010 to support OCOs. Deploying units included combat engineers, military police, aviators, transportation personnel, training teams and Kentucky's second joint ADT. The Bluegrass State welcomed home its second mission from Kosovo, with nearly 90 troops and more than a dozen UH-60 Blackhawk helicopters to support the peacekeeping mission in that war-torn country.

LOUISIANA



In FY10, more than 3,400 Louisiana Guardsmen deployed overseas in support of missions that included Operations Iraqi Freedom and Enduring Freedom. With more than 1,400 Louisiana Guardsmen participating, Task Force Kout Men ("Helping Hands" in Creole) conducted a four-month mission to Haiti operating 10 medical treatment sites while engineers built three new school buildings and rebuilt two others. More than 1,100 Guardsmen responded to the explosion on the Deepwater Horizon in the Gulf of Mexico.

MAINE



The Maine Army National Guard (MEARNG) saw the 286th Combat Service Support Battalion return from a successful deployment in Afghanistan and then deployed Company B 1/172 Infantry and 1136th Medium Truck Company to support Operation Enduring Freedom. Maine continued its military support to civilian authorities by completing of over 183 missions in support of state and local authorities. The MEARNG also enhanced its state partnership with Montenegro.

MARYLAND



In FY10, the Maryland Army National Guard (MDARNG) welcomed home Soldiers from Bravo Company 2nd Battalion 20th Special Forces Group from their deployment to Afghanistan. Since 2001, the MDARNG has deployed more than 5,300 Soldiers in support of OCO. The MDARNG also provided more than 700 Soldiers in support of the record-breaking back-to-back snow storms that crippled the mid-Atlantic region in February.

MASSACHUSETTS



In FY10, the Massachusetts Army National Guard (MAARNG) mobilized approximately 1,700 Soldiers in support of Operations Enduring Freedom and Iraqi Freedom. At home, the MAARNG mobilized nearly 1,000 Soldiers in support of a catastrophic flood and other public safety events. The MAARNG, using XCTC, conducted the largest pre-mobilization exercise since World War II to validate pre-mobilization training for nearly 2,000 deploying Soldiers.

MICHIGAN



The Michigan Army National Guard's (MIARNG) Joint Improvised Explosive Device Defeat Organization (JIEDDO) site provided commanders an opportunity to conduct theater immersion training. Over 1,600 members of the MIARNG were called to title 10 active duty during FY10, serving in multiple locations domestically and in theaters of operations in Iraq, Afghanistan, Kuwait, and Kosovo in support of OCOs.

MINNESOTA



During FY10, the Minnesota Army National Guard had more than 2,000 Soldiers participated in Operations Iraqi and Enduring Freedom. By order of the governor, more than 4,000 man-days were provided by Soldiers to support local authorities throughout Minnesota. In mid-summer, 118 Soldiers were mobilized to assist local law enforcement after 39 tornados ripped through the state.

MISSISSIPPI



The Mississippi Army National Guard (MSARNG) continued its support of Operations New Dawn and Enduring Freedom during FY10. The 114th Military Police Company, 210th Finance Battalion and the 858th Engineer Company completed tours of duty supporting military operations in Iraq, while the 278th Engineer Company, 220th Finance Detachment and the 184th Expeditionary Sustainment Command (ESC) deployed to Afghanistan. The MSARNG played a key role in assisting state and federal agencies in their efforts to contain the Deep Water Horizon Oil Spill.

Working through the night to construct a Tiger Dam interlocking water diversion system in Grand Isle, La. Photo courtesy of the National Guard



MISSOURI



During FY10, the MOARNG continued to support OCOs with more than 1,000 citizen-soldiers deployed. The state's fourth ADT deployed to Afghanistan's Nangarhar Province and a fifth team trained for an FY11 follow-on mission; the MOARNG also deployed military police, engineers and aviation units. The MOARNG also supported state emergency missions in northwest Missouri and along the Gulf Coast.

MONTANA



The Montana Army National Guard (MTARNG) increased its end strength during FY10, this increase represents the strong support Montana's citizens have to service. The most significant success for the MTARNG in FY10 was the deployment and re-deployment of over 1,000 Soldiers. Montana had the honor of hosting the First Special Service Force's 60th Reunion; the Special Forces began at Fort Harrison, Montana, during WWII.

NEBRASKA



During FY10, the 67th Battlefield Surveillance Brigade and the 1-134th Cavalry Squadron (Reconnaissance and Surveillance) prepared for mobilizations to Iraq and Afghanistan by conducting an Exportable Combat Training Capability exercise at Camp Guernsey, Wyoming. A Nebraska Army National Guard (NEARNG) UH-60 Blackhawk helicopter crew deployed to Louisiana in support of the oil spill response.

NEVADA



In FY10, the Nevada Army Guard (NVARNG) ended the state's largest deployment since World War II with the return of more than 800 Soldiers from the 1/221st Cavalry Squadron and 1864th Transportation Company. At year end, the NVARNG had three units deployed: Detachment 45 Operational Support Airlift, the 137th Military Police Company, and an ADT.

Riding atop a HMMWV during training exercises at Camp Grayling, near Grayling, MI. Photo by Daniel R Waun



NEW HAMPSHIRE



In FY10, the New Hampshire Army National Guard (NHARNG) continued support of OCO. The NHARNG deployed over half the force while simultaneously meeting senior leader initiatives and state requirements.

NEW JERSEY



In FY10, the New Jersey Army National Guard (NJARNG) successfully reintegrated 2,800 citizen-soldiers of the 50th Infantry Brigade Combat Team while other NJARNG Soldiers and units continued to deploy to Kosovo, Bosnia, Iraq, and Afghanistan. The NJARNG partnership commitment with Albania has continued to strengthen and, with the support of the NJARNG, Albania was welcomed into the North Atlantic Treaty Organization (NATO) as an alliance member.

NEW MEXICO



During FY10, the 515th CSSB, 720th Transportation Company, 1115th Transportation Company, 920th Engineer Company and 44th OSD returned from overseas deployments. The New Mexico Army National Guard also had Soldiers augmenting the U.S. Border Patrol and providing air MEDEVAC along the Southwest Border. New Mexico counter-drug personnel trained Costa Rican police as part of its partnership activities.

NEW YORK



During FY10 the New York Army National Guard deployed the 442nd Military Police Company to Iraq in support of Operation New Dawn, and welcomed home the 206th Military Police Company from its support of Operation Iraqi Freedom. The 827th Engineer Company deployed to Afghanistan with a construction mission, while the 1108th EOD Co. deployed to Kuwait to support the base forces in that country. Both the headquarters of the 42nd Infantry Division and the 1st Battalion 69th Infantry conducted overseas training in Japan.

NORTH CAROLINA



In FY10 the North Carolina Army National Guard (NCARNG) redeployed over 3,500 Soldiers from the 30th HBCT and the 1-130th Attack Reconnaissance Battalion (Apache). The NCARNG had almost 600 Soldiers deployed in support of OCOs. The 105th Engineer Battalion conducted command and control operations of engineer route clearance units in Afghanistan and the 105th Military Police Battalion Headquarters worked alongside Iraqi prison security personnel to hand over responsibility of the largest civilian prison in the Baghdad area.

NORTH DAKOTA



During FY10, the North Dakota Army National Guard mobilized the 1-188th Air Defense Artillery for four rapid aerostat initial deployment mission to Afghanistan, while Company C, 2nd Battalion, 285th Aviation Regiment deployed to Iraq. Detachment 42, Operational Support Airlift returned from its mission in Djibouti, Africa. Over 600 Soldiers with the Kosovo (KFOR 12) returned from its peacekeeping mission in the Balkans where they provided leadership for 2,200 U.S. and NATO Soldiers.

OHIO



During FY10, the Ohio Army National Guard deployed its 196th Public Affairs Detachment, 112th Engineer Battalion, 1-174 Air Defense Artillery Regiment (C-RAM), 292nd Engineer Detachment (Asphalt), and 1-174th Air Defense Artillery Regiment (Radar) to Iraq. In addition, two operational mentorship and liaison teams deployed to Afghanistan, and the 73rd Troop Command brigade became one of the first homeland response forces in the country.

OKLAHOMA



The Oklahoma Army National Guard deployed nearly 300 Soldiers to Operations Iraqi Freedom and Enduring Freedom. Additionally, 88 Soldiers from 90th TC deployed to the Sinai, Egypt, and approximately 3,450 Soldiers from the 45th Infantry Brigade Combat Team began train-up for the unit's FY11 deployment to Afghanistan. Two ADTs totaling 128 Soldiers deployed to Afghanistan. Oklahoma Guardsmen rescued hundreds of stranded motorists during one of the worst snow storms in Oklahoma history.

OREGON



In FY10, the 162nd Engineer Company deployed to Afghanistan to support the U.S. Marine Corps. Also, the 41 Infantry Brigade Combat Team deployed to Iraq in support of Operation Iraqi Freedom, and C/7-158 Aviation returned from Iraq. While in Iraq, these units conducted medical evacuations and security operations and assisted with the responsible draw down of troops, helping to usher in Operation New Dawn. The 3-116 Cavalry, part of the 116 HBCT from Idaho, was also mobilized to conduct convoy security throughout Iraq.

PENNSYLVANIA



In FY10, the Pennsylvania National Guard (PAARNG) welcomed home the 28th Combat Aviation Brigade and the 828th Finance Detachment from successful tours in Iraq. The 1-110th Infantry sent Companies C and D to Afghanistan to provide security for provincial reconstruction teams throughout the country and the 528th Finance Detachment deployed to Iraq. The 213th Area Support Group's 109th Mobile Public Affairs Detachment also headed to Iraq, it was the first PAARNG unit to deploy to support Operation New Dawn.

Attacking an objective during platoon-movement training. Photo by Sgt. Roberto Di Giovine



PUERTO RICO



During FY10, the Puerto Rico Army National Guard (PRARNG) mobilized more than 1,000 Soldiers in support of Operations Iraqi Freedom and Enduring Freedom. The earthquake that devastated Haiti required immediate support from its neighbors, and the PRARNG quickly responded by providing the first Army aviation assets involved in the relief effort. The PRARNG has deployed its Soldiers to support operations in Afghanistan, Iraq, Kuwait, Guantanamo Bay, Honduras, the Sinai Peninsula, the Horn of Africa, and Kosovo.

RHODE ISLAND



In FY10, the 115th Military Police Company and the 118th Military Police Battalion returned from year-long deployments to Guantanamo Bay, Cuba where they provided force protection and conducted detainee operations as their primary missions. The 115th Military Police Company left Rhode Island for their mobilization station to prepare for an FY11 deployment to Guantanamo Bay. For many of these Soldiers, these deployments were their third or fourth while serving in the Rhode Island National Guard (RIARNG). The RIARNG also deployed A Battery 1/103 FA, B Battery 1/103 FA and the 1207th Forward Support Company to Kuwait in support of Operation Enduring Freedom and Operation New Dawn.

SOUTH CAROLINA



The South Carolina Army National Guard (SCARNG) 218th MEB developed and trained two CERFP units to react to catastrophic domestic incidents. The 263rd AAMDC successfully conducted the first ever proof of operational concept for the D-IADS including east to west coast deployment, integration of naval and air force surveillance and air defense platforms, and inter-agency coordination and liaison. The SCARNG safely redeployed its UH-60, CH-47 and S&S battalion units from Iraq, Afghanistan, and Kosovo.

SOUTH DAKOTA



By the end of FY10, the South Dakota Army National Guard (SDARNG) had more than 670 Soldiers on duty in Kuwait (1st Battalion, 147th Field Artillery) and Afghanistan (211th Engineer Company (Sapper)) and 196th Maneuver Enhancement Brigade (MEB). During FY10, the SDARNG supported the state with Soldiers who worked more than 1,170 work days during wild-land fire suppression, blizzard and winter ice storm operations, and spring flooding efforts within the state.

TENNESSEE



The Tennessee Army National Guard deployed more than 4,000 Soldiers during FY10. The 1/230th Air Cavalry Squadron, 194th Engineer Brigade Headquarters, 1174th Transportation Company, 252nd Military Police Company and the 278th Armored Cavalry Regiment were a portion of the Soldiers who returned from deployments during the year. Tennessee Soldiers served in Operation Iraqi Freedom, Operation New Dawn and Operation Enduring Freedom in Iraq, Kuwait and Afghanistan.

TEXAS



During FY10, the Texas Army National Guard deployed nearly 5,000 Soldiers in support of major operations including Iraqi Freedom, Enduring Freedom, and New Dawn. Other unique operations included Haitian earthquake support, Afghanistan ADT, and support along the Southwest Border. Units mobilized included the 72nd Infantry Brigade Combat Team, the 36th Sustainment Brigade, HQ 36th Infantry Division, the 1836th Transportation Company, elements of an engineer brigade, the 136th Military Police Battalion, two agriculture development teams, and several red teams.

UTAH



During FY10 the 144th Area Support Medical Company and 118th Engineer Sapper Company deployed to Afghanistan, while the 141st Military Intelligence Battalion and 19th Special Forces Group departed for Iraq. The Utah Army National Guard sent members of its 23rd Army Band, 19th Special Forces Group, and 151st Medical Group to the Kingdom of Morocco, to participate in various exercises, as part of the state partnership program. In Utah the 85th Weapons of Mass Destruction Civil Support Team supported first responders to assess, identify, and mitigate a poisonous gas that tragically took the lives of two young girls.

VERMONT



During FY10, approximately 1,500 Vermont Army National Guard (VTARNG) soldiers from all corners of the state deployed to Afghanistan in support of Operation Enduring Freedom. Task Force Warrior, the VTARNG stay behind element, assisted the families of deployed Soldiers. Company C, 3-126th AVN went to their mobilization station at FT Hood, Texas, to prepare for a year in Iraq.

VIRGINIA



The Virginia Army National Guard (VAARNG) began FY10 assisting emergency service organizations respond to several heavy snowstorms. Approximately 400 Soldiers from the VAARNG 1st Battalion, 116th Infantry Regiment, 116th Brigade Combat Team began federal active duty for a security force mission in Iraq. The 529th Combat Sustainment Support Battalion, 329th Regional Support Group conducted a departure ceremony to mark the official start of the unit's federal active duty service in Afghanistan.

VIRGIN ISLANDS



The Virgin Islands Army National Guard (VIARNG) redeployed an embedded training team from Afghanistan; the 661st Military Police Company deployed to Kosovo accomplished its SFOR mission and successfully redeployed; and the Combat Sustainment Support Battalion Headquarters and the 51st Mobile Public Affairs Detachment were deployed to Cuba as the JTF-Guantanamo Headquarters and Public Affairs element respectively. Finally, JFHQs-VI coordinated with the U.S. National Park Service for the restoration of a historical landmark on the Island of St. Croix.

WASHINGTON



Early in FY10, the Washington Army National Guard (WAARNG) welcomed home the 2,500 citizen-soldiers from the 81st Brigade Combat Team on its return from Iraq. The WAARNG also welcomed home the 741st EOD Detachment, Task Force 1161st Transportation Company, and the 141st ARW Security Forces. As these units returned home, the 204th Engineer Company; the 144th Army Liaison Team; and B Company, 1/168 Aviation deployed for overseas assignments.

WEST VIRGINIA



During FY10, the West Virginia Army National Guard (WVARNG) continued to provide Soldiers to support to the war effort in both Iraq and Afghanistan. The pace in FY10 was demanding with every battalion in the WVARNG deploying to support this effort.

WISCONSIN



The return of the largest deployment of Wisconsin Army National Guard (WIARNG) troops to a war zone since World War II occurred in FY10. A WIARNG combat engineer battalion deployed to Iraq when the invasion began in 2003, deployed to Iraq again to see Operation Iraqi Freedom transition to Operation New Dawn. WIARNG Brigadier General Dominic Cariello, commander, Land Component Command, was named First Army Division West's deputy commanding general of operations at Fort Hood, Texas.

WYOMING



During FY10, more than 700 Soldiers were deployed in support of Operation Iraqi Freedom. Wyoming communities and civilian employers displayed support by sending Soldiers thousands of holiday packages, assisting Soldiers' families, and keeping Soldiers informed of events at home. The Wyoming Army National Guard supported its communities by providing regular briefings on the deployment and by sending more than 700 Soldiers and Airmen to provide community support during a historical flood.

Pulling security during a tactical halt on a convoy. Photo by Sgt. Andrew Reagan



ARMY NATIONAL GUARD FINANCIAL RESOURCES

National Guard Personnel, Army

During FY10 the ARNG received \$8.59 billion in the National Guard Personnel, Army (NGPA) appropriation. The fund provides for basic and incentive pay, basic allowance for housing and subsistence, clothing, travel, permanent change of station moves, hospitalization, schools, and death gratuities for members of the ARNG. Retired pay accrual is also part of this appropriation, as the government requires a portion of the budget to be set aside for future retirees.

The total appropriation is comprised of the President's budget, congressional additions and reductions, counter drug operations, civil military programs, and overseas contingency operations (OCO's). The ARNG continues to play a vital role within the Department of the Army (DA), as we continue to support the global war on terrorism and support domestic missions as they occur.

Operations and Maintenance, National Guard

As the ARNG continues to deploy units and individuals in support of various missions throughout the world, the Operations and Maintenance National Guard (OMNG) appropriation is vital for the sustainment and

readiness of Soldiers and equipment. During FY10 the ARNG received \$6.71 billion for operations and maintenance. These funds provided support to all 54 states and territories within two budget activity groups and 17 sub-activity groups. The main programs funded in this appropriation are pay and benefits for military technicians and DA civilians, training and operations support, air and ground operating tempo, automation and information systems, base operations, education programs, medical readiness, military funeral honors, and various administration expenses.

The FY10 budget provided training and operational support to an authorized end-strength of 358,200 citizen-soldiers. The total appropriation is comprised of the President's budget, congressional additions and reductions, counter-drug operations, the State Partnership for Peace Program, and OCO's. As an operational reserve, the ARNG stands ready to provide well-trained Soldiers to ease the strains of continual deployments on the active duty force.

Overseas Contingency Operations

Over the past 10 years, the ARNG has experienced a sharp increase in operational utilization, not only for

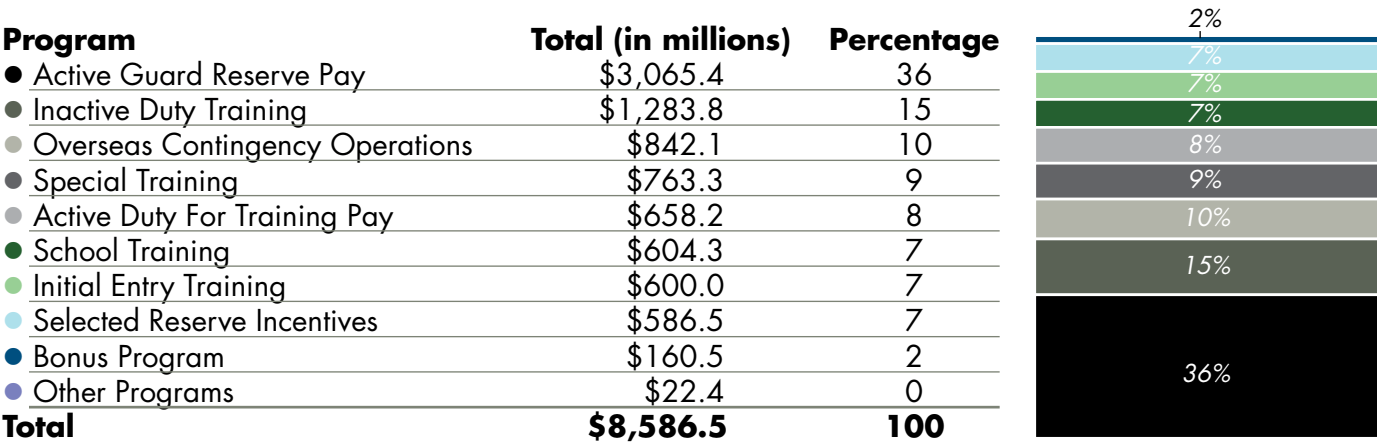


Figure 9: FY10 Personnel NGPA Break-Out by Percentage

Program	Total (in millions)	Percentage
● Civilian/ Technician Pay	\$2,096.1	31
● Ground OPTEMPO	\$885.8	13
● Base Operation Support	\$750.4	11
● Facilities, Sustainment, Restoration, and Modernization	\$534.1	8
● Overseas Contingency Operations	\$462.3	7
● Recruiting and Advertising	\$415.9	6
● Depot Maintenance	\$336.0	5
● Air OPTEMPO	\$288.5	4
● Mission Support/ Training	\$162.6	2
● Medical Readiness	\$152.6	2
● Other Programs	\$125.1	2
● Education Programs	\$109.6	2
● Enviromental	\$105.8	2
● Family Programs	\$99.7	1
● Counter Drug & Civil Support Teams	\$86.1	1
● Automation and Info Systems	\$80.0	1
● Weapons of Mass Destruction	\$22.0	0
Total	\$6,712.7	100.0

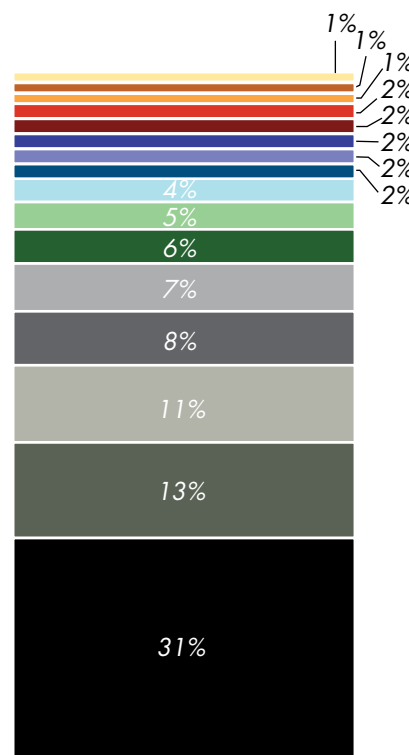


Figure 10: FY10 Operations OMNG Break-Out by Percentage

domestic missions, but also in support of OCOs. The ARNG continued that trend in FY10.

The ARNG uses OCO funding in order to meet the additional training and readiness requirements in direct support of OCO missions. This funding enables the Guard to provide pre-mobilization training and support as well as post-redeployment activities, including Soldier reintegration programs.

This training strategy (pre-mobilization training vs. post-mobilization training) is a continuation of the strategy enacted as a result of Secretary of Defense policy signed on January 17, 2007. This policy limited reserve component (RC) mobilizations to 12 months. By conducting training prior to mobilization, Guard units reduce the time required at mobilization stations and increase the time supporting the mission in theater.

FY10 OCO NGPA FUNDS USED	
(in millions)	
Pre-mobilization training and support	\$717
Reset	\$ 65
Yellow Ribbon	\$ 32
CCMRF	\$ 19
PDHRA	\$ 8
Total	\$840

Note: FY10 execution as of October 13, 2010.

Figure 11: FY10 Personnel NGPA Funds Expended on Overseas Contingency Operations

FY10 OCO OMNG FUNDS USED	
(in millions)	
Pre-mobilization schools and training support	\$197
Air OPTEMPO	\$135
Ground OPTEMPO	\$ 82
Medical and dental readiness	\$ 30
Yellow Ribbon	\$ 24
CCMRF	\$ 7
Total	\$475

Note: FY10 execution as of October 13, 2010.

Figure 12: FY10 Operations OMNG Funds Expended on Overseas Contingency Operations

General Fund Enterprise Business System (GFEBS)

The General Fund Enterprise Business System (GFEBS) is a web-based enterprise resource planning solution that will enable Army components to compile and share accurate up-to-date resource management data across the service. The system will streamline the Guard's financial management portfolio by facilitating the replacement of overlapping and redundant systems. The GFEBS performs most general fund resource management functions, including general ledger accounts receivable; accounts payable; fund management; cost management; reporting; and plant, property and equipment.

On 1 April 2010, the Kentucky Army National Guard was the first ARNG organization to begin using GFEBS. By the close of the fiscal year, the KYARNG executed \$74 million in transactions including payments in the Military Standard Requisitioning and Issue Procedures/ Funds Control Module Technician Pay, Defense Travel System (DTS), Powertrack, and fuel expenses through interfaces into the system.

During the past year over 1,300 ARNG Soldiers and technicians received GFEBS training. There were also workshops available at the National Guard PEC. By the end of FY11, approximately 15,000 end-users will be trained and using the system and full transformation to GFEBS for the ARNG is scheduled for July 2011.

2010 Department of the Army (DA) Goals

The office of the Assistant Secretary of the Army Financial Management and Comptroller has the lead responsibility for managing and overseeing the Joint Reconciliation Program (JRP) for DA goals. As an Army National Guard business process, joint reviews are held tri-annually with the state program managers and the accounting staff to track the ARNG's progress toward meeting DA goals. The overall objective of the ARNG JRP is to encourage and promote the sharing and exchange of financial information thereby contributing significantly to the effective and efficient financial planning and operation of the ARNG.

In FY10, the ARNG met the majority of DA goals by continuing to use best practices and focusing on lessons learned. Introduction of innovative products and services to the states and ARNG program managers enabled them to work more effectively and efficiently. The ARNG Comptroller worked diligently to provide support and financial advice to state personnel and program managers at the national level to help foster a combined team effort in accomplishing the DA goals.

The JRP focused on the following goals and special interest initiatives: problem disbursements, unliquidated obligations and canceling current year obligations, accounts receivable, travel advances, interest penalties, wide area work flow; anti-deficiency act cases, and the DTS.

The DA focused on correcting five problem disbursements by August 31, 2010, which were to reduce total negative unliquidated obligations (NULOs) by 10 percent of the calendar's year average, reduce total NULOs over 120 days old to zero, reduce total unmatched disbursements (UMDs) by 10 percent of the calendar year average, reduce total UMDs over 120 days old to zero, and reduce intransits over 30 days old to zero. By August 31 2010, the DA anticipated a reduction in unliquidated obligations (ULOs) whereby goal performance would be measured based on straight-line reduction, a reduction of ULOs to zero in the canceling accounts, and a reduction in ULO fourth expired year accounts by 50 percent of the August 31, 2010 balance.

Consolidated Balance Sheet

Department of Defense - Army General Fund, Army National Guard

As of September 30, 2010 and 2009 (Amounts in thousands)

	2010 Consolidated
1. Assets (Note 2)	
A. Intragovernmental:	
1. Fund Balance with Treasury (Note 3)	\$ 5,321,685
2. Investments (Note 4)	0
3. Accounts Receivable (Note 5)	31,810
4. Other Assets (Note 6)	0
5. Total Intragovernmental Assets	\$ 5,353,495
B. Cash and Other Monetary Assets (Note 7)	0
C. Accounts Receivable, Net (Note 5)	81,496
D. Loans Receivable (Note 8)	0
E. Inventory and Related Property, Net (Note 9)	0
F. General Property, Plant and Equipment, Net (Note 10)	1,192,459
G. Investments (Note 4)	0
H. Other Assets (Note 6)	317,296
2. Total Assets	\$ 6,944,745
3. Stewardship Property, Plant & Equipment (Note 10)	
4. Liabilities (Note 11)	
A. Intragovernmental:	
1. Accounts Payable (Note 12)	\$ 579,360
2. Debt (Note 13)	0
3. Other Liabilities (Note 15 & Note 16)	69,564
4. Total Intragovernmental Liabilities	\$ 648,925
B. Accounts Payable (Note 12)	1,743,178
C. Military Retirement and Other Federal Employment Benefits (Note 17)	230,872
D. Environmental and Disposal Liability (Note 14)	0
E. Loan Guarantee Liability (Note 8)	0
F. Other Liabilities (Note 15 & Note 16)	576,804
5. Total Liabilities	\$ 3,199,779
6. COMMITMENTS AND CONTINGENCIES (NOTE 16)	
7. NET POSITION	
A. Unexpended Appropriations - Earmarked Funds (Note 23)	\$ 0
B. Unexpended Appropriations - Other Funds	3,070,295
C. Cumulative Results of Operations - Earmarked Funds	0
D. Cumulative Results of Operations - Other Funds	674,671
8. TOTAL NET POSITION	\$ 3,744,966
9. TOTAL LIABILITIES AND NET POSITION	\$ 6,944,745

Amounts may not sum due to rounding.

SIGNIFICANT ACCOUNTING POLICIES (NOTE 1)

The accompanying notes are an integral part of these financial statements.

Consolidated Statement of Net Cost

Department of Defense - Army General Fund, Army National Guard
As of September 30, 2010 and 2009 (Amounts in thousands)

	2010 Consolidated
1. Program Costs	
A. Gross Costs	\$ 17,100,690
B. (Less: Earned Revenue)	(222,981)
C. Net Program Costs	\$ 16,877,709
2. Net Cost of Operations	\$ 16,877,709

Amounts may not sum due to rounding.

GENERAL DISCLOSURES (NOTE 18 & NOTE 21)

The accompanying notes are an integral part of these financial statements.

Consolidated Statement of Changes in Net Position

Department of Defense - Army General Fund, Army National Guard

As of September 30, 2010 and 2009 (Amounts in thousands)

	2010 Consolidated
CUMULATIVE RESULTS OF OPERATIONS	
1. Beginning Balances	\$ 681,835
2. Prior Period Adjustments:	
2.A. Changes in accounting principles (+/-)	0
2.B. Corrections of errors (+/-)	(43,139)
3. Beginning balances, as adjusted	\$ 638,695
4. Budgetary Financing Sources:	
4.A. Other adjustments (rescissions, etc.)	0
4.B. Appropriations used	16,896,106
4.C. Nonexchange revenue	0
4.D. Donations and forfeitures of cash and cash equivalents	0
4.E. Transfers-in/out without reimbursement	0
4.F. Other budgetary financing sources	0
5. Other Financing Sources:	
5.A. Donations and forfeitures of property	0
5.B. Transfers-in/out without reimbursement (+/-)	0
5.C. Imputed financing from costs absorbed by others	0
5.D. Other (+/-)	17,579
6. Total Financing Sources	\$ 16,913,685
7. Net Cost of Operations (+/-)	16,877,710
8. Net Change	\$ 35,976
9. Cumulative Results of Operations	\$ 674,671
UNEXPENDED APPROPRIATIONS	
10. Beginning Balances	\$ 3,061,844
11. Prior Period Adjustments:	
11.A. Changes in accounting principles	0
11.B. Corrections of errors	43,139
12. Beginning balances, as adjusted	\$ 3,104,983
13. Budgetary Financing Sources:	
13.A. Appropriations received	16,899,015
13.B. Appropriations transferred-in/out	247,717
13.C. Other adjustments (rescissions, etc)	(285,314)
13.D. Appropriations used	(16,896,106)
14. Total Budgetary Financing Sources	(34,688)
15. Unexpended Appropriations	\$ 3,070,295
16. Net Position	\$ 3,744,966

Amounts may not sum due to rounding.

GENERAL DISCLOSURES (NOTE 19)

The accompanying notes are an integral part of these financial statements.

Combined Statement of Budgetary Resources

Department of Defense - Army General Fund, Army National Guard

As of September 30, 2010 and 2009 (Amounts in thousands)

Budgetary Financing Accounts

2010 Combined

BUDGETARY FINANCING ACCOUNTS

BUDGETARY RESOURCES:

1. Unobligated balance, brought forward, October 1	\$	1,137,288
2. Recoveries of prior year unpaid obligations		3,651,803
3. Budget authority		
3.A. Appropriation		16,899,015
3.B. Borrowing authority		0
3.C. Contract authority		0
3.D. Spending authority from offsetting collections		
3.D.1 Earned		
3.D.1.a. Collected		220,703
3.D.1.b. Change in receivables from Federal sources		(1,918)
3.D.2 Change in unfilled customer orders		
3.D.2.a. Advance received		(24)
3.D.2.b. Without advance from Federal sources		13,793
3.D.3. Anticipated for rest of year, without advances		0
3.D.4. Previously unavailable		0
3.D.5. Expenditure transfers from trust funds		0
3.E. Subtotal		17,131,569
4. Nonexpenditure transfers, net, anticipated and actual		247,717
5. Temporarily not available pursuant to Public Law		0
6. Permanently not available		(285,314)
7. Total Budgetary Resources	\$	21,883,063

STATUS OF BUDGETARY RESOURCES

8. Obligations incurred:		
8.A. Direct	\$	20,490,065
8.B. Reimbursable		246,582
8.C. Subtotal	\$	20,736,647
9. Unobligated balance:		
9.A. Apportioned		525,105
9.B. Exempt from apportionment		0
9.C. Subtotal	\$	525,105
10. Unobligated balance not available	\$	621,311
11. Total status of budgetary resources	\$	21,883,063

CHANGE IN OBLIGATED BALANCE

12. Obligated balance, net		
12.A. Unpaid obligations, brought forward, October 1	\$	4,477,438
12.B. Less: Uncollected customer payments from Federal sources, brought forward, October 1		(45,131)
12.C. Total unpaid obligated balance	\$	4,432,307
13. Obligations incurred net (+/-)		20,736,647
14. Less: Gross outlays		(17,330,007)
15. Obligated balance transferred, net		
15.A. Actual transfers, unpaid obligations (+/-)		0
15.B. Actual transfers, uncollected customer payments from Federal sources (+/-)		0
15.C. Total Unpaid obligated balance transferred, net	\$	0
16. Less: Recoveries of prior year unpaid obligations, actual	\$	(3,651,803)
17. Change in uncollected customer payments from Federal sources (+/-)		(11,875)
18. Obligated balance, net, end of period		
18.A. Unpaid obligations	\$	4,232,275
18.B. Less: Uncollected customer payments from Federal sources (-)		(57,006)
18.C. Total, unpaid obligated balance, net, end of period	\$	4,175,269

Net Outlays

19. Net Outlays:		
19.A. Gross outlays	\$	17,330,007
19.B. Less: Offsetting collections		(220,679)
19.C. Less: Distributed Offsetting receipts		0
19.D. Net Outlays	\$	17,109,328

Amounts may not sum due to rounding.

GENERAL DISCLOSURES (NOTE 20)

The accompanying notes are an integral part of these financial statements.

Combined Statement of Budgetary Resources

Department of Defense - Army General Fund, Army National Guard

As of September 30, 2010 and 2009 (Amounts in thousands)

Non-Budgetary Financing Accounts

2010 Combined

BUDGETARY FINANCING ACCOUNTS

BUDGETARY RESOURCES:

1. Unobligated balance, brought forward, October 1	\$	0
2. Recoveries of prior year unpaid obligations		0
3. Budget authority		
3.A. Appropriation		0
3.B. Borrowing authority		0
3.C. Contract authority		0
3.D. Spending authority from offsetting collections		
3.D.1 Earned		
3.D.1.a. Collected		0
3.D.1.b. Change in receivables from Federal sources		0
3.D.2 Change in unfilled customer orders		
3.D.2.a. Advance received		0
3.D.2.b. Without advance from Federal sources		0
3.D.3. Anticipated for rest of year, without advances		0
3.D.4. Previously unavailable		0
3.D.5. Expenditure transfers from trust funds		0
3.E. Subtotal		0
4. Nonexpenditure transfers, net, anticipated and actual		0
5. Temporarily not available pursuant to Public Law		0
6. Permanently not available		0
7. Total Budgetary Resources	\$	0
STATUS OF BUDGETARY RESOURCES		
8. Obligations incurred:		
8.A. Direct	\$	0
8.B. Reimbursable		0
8.C. Subtotal	\$	0
9. Unobligated balance:		
9.A. Apportioned		0
9.B. Exempt from apportionment		0
9.C. Subtotal	\$	0
10. Unobligated balance not available	\$	0
11. Total status of budgetary resources	\$	0
CHANGE IN OBLIGATED BALANCE		
12. Obligated balance, net		
12.A. Unpaid obligations, brought forward, October 1	\$	0
12.B. Less: Uncollected customer payments from Federal sources, brought forward, October 1		0
12.C. Total unpaid obligated balance	\$	0
13. Obligations incurred net (+/-)		0
14. Less: Gross outlays		
15. Obligated balance transferred, net		
15.A. Actual transfers, unpaid obligations (+/-)		0
15.B. Actual transfers, uncollected customer payments from Federal sources (+/-)		0
15.C. Total Unpaid obligated balance transferred, net	\$	0
16. Less: Recoveries of prior year unpaid obligations, actual	\$	0
17. Change in uncollected customer payments from Federal sources (+/-)		0
18. Obligated balance, net, end of period		
18.A. Unpaid obligations	\$	0
18.B. Less: Uncollected customer payments from Federal sources (-)		0
18.C. Total, unpaid obligated balance, net, end of period	\$	0
Net Outlays		
19. Net Outlays:		
19.A. Gross outlays	\$	0
19.B. Less: Offsetting collections		0
19.C. Less: Distributed Offsetting receipts		0
19.D. Net Outlays	\$	0

Amounts may not sum due to rounding.

GENERAL DISCLOSURES (NOTE 20)

The accompanying notes are an integral part of these financial statements.

NOTE 1. Significant Accounting Policies

1.A. Basis of Presentation

These financial statements have been prepared to report the financial position and results of operations of the Army National Guard (ARNG) to include the 50 states and the territories of Guam, Puerto Rico, and the U.S. Virgin Islands, and the District of Columbia, as required by the Chief Financial Officers Act of 1990, expanded by the Government Management Reform Act of 1994, and other appropriate legislation. The financial statements have been prepared from the books and records of the Army National Guard in accordance with the Department of Defense (DOD), Financial Management Regulation (FMR), the Office of Management and Budget (OMB) Circular A-136, Financial Reporting Requirements, and to the extent possible generally accepted accounting principles (GAAP). The accompanying financial statements account for all resources for which the Army National Guard General Fund is responsible, unless otherwise noted. Information relative to classified assets, programs, and operations is excluded from the statements or otherwise aggregated and reported in such a manner that it is not discernable.

The Army National Guard is unable to fully implement all elements of GAAP and the OMB Circular A-136, due to limitations of its financial and nonfinancial management processes and systems that feed into the financial statements. The Army National Guard derives its reported values and information for major asset and liability categories largely from nonfinancial systems, such as inventory systems and logistic systems. These systems were designed to support reporting requirements for maintaining accountability over assets and reporting the status of federal appropriations rather than preparing financial statements in accordance with GAAP. The Army National Guard continues to implement process and system improvements addressing these limitations.

According to the Department of the Army there are currently 13 auditor-identified financial statement material weaknesses: (I) Financial Management Systems, (2) Accounting Adjustments, (3) Intragovernmental Eliminations, (4) Abnormal Account Balances, (5) Accounts Receivable, (6) Inventory and Related Property, (7) Property, Plant, and Equipment, (8) Accounts Payable, (9) Environmental Liabilities, (10) Statement of Net Cost, (11) Statement of Budgetary Resources, (12) Reconciliation of Net Cost of Operations to Budget, and (13) Fund Balance with Treasury (FBWT).

Fiscal Year 2010 (FY10) represents the thirtieth year that the ARNG has prepared and published its annual financial statements.

The accounts used to prepare the statements are classified as either entity or non-entity. Entity accounts consist of resources that the ARNG has the authority to use, or where management is legally obligated to use funds to meet entity obligations. Non-entity accounts are assets held by the Guard but not available for use in its operations.

The non-entity accounts are special fund accounts for receipts of the government that are earmarked for a specific purpose. The Guard also receives indirect benefits from other Defense appropriations, and collects and deposits funds to U.S. Treasury accounts.

The accompanying unaudited financial statements account for all resources for which the agency is responsible. The financial statements are presented on a modified accrual basis of accounting. Under this theory, expense is recorded when goods or services are received and income is earned when services are performed. For FY10, the ARNG financial accounting systems are unable to meet all the requirements for full-accrual accounting. Efforts are underway to bring the ARNG system into compliance with the Joint Financial Management Improvement Program.

ENTITY	ACCOUNTS TITLE
21 * 1006	Medicare Eligible Health Fund Contributions, National Guard Personnel, Army
21 * 2020	Operations and Maintenance, Army
21 * 2035	Other Procurement, Army
21 * 2060	National Guard Personnel, Army
21 * 2065	Operations and Maintenance, Army National Guard
21 * 2066	Operations and Maintenance, Army National Guard Recovery Act
21 * 2085	Military Construction, Army National Guard
21 * 2094	Military Construction, Army National Guard Recovery Act
21 * 2265	Operations and Maintenance, Army National Guard
97 * 0100	Operations and Maintenance, Defense National Guard
97 * 0350	National Guard and Reserve Equipment (limit 1801)
97R5189	** Lease of Department of Defense Assets

NON-ENTITY	ACCOUNTS TITLE
21F3875	Budget Clearing Suspense Account
21R5095	Sale of Hunting and Fishing Permits, Military Reservations
21X5095	Wildlife Conservation, etc., Military Reservations
97X5188	Disposal of Real Property
21X6112	Withheld Employee Contributions, State or Territorial Disability Benefits
21X6113	Withheld Employee Contributions, State or Territorial Death Benefits
21X6208	Amounts Withheld for Group Life Insurance, National Guard Members

1.B. Mission of the Reporting Entity

Through the National Defense Act of 1933, the Army National Guard was created as a new component to the United States Army. The ARNG's primary federal mission is to maintain properly trained and equipped units available or mobilization for national, states, or local emergencies as well as to provide help to the states for disaster relief and public peacekeeping.

1.C. Appropriations and Funds

The Army General Fund receives its appropriations and funds as general, trust, special, and deposit funds. The Army General Fund uses appropriations and funds to execute its missions and subsequently report on resource usage.

General funds are used for financial transactions funded by congressional appropriations, including personnel, operation and maintenance, research and development, procurement, and military construction accounts.

Trust funds contain receipts and expenditures of funds held in trust by the government for use in carrying out specific purposes or programs in accordance with the terms of the donor, trust agreement, or statute. Certain trust and special funds may be designated as earmarked funds. Earmarked funds are financed by specifically identified revenues, required by statute to be used for designated activities, benefits or purposes, and remain available over time. Earmarked funds also have a requirement to account for and report on the receipt, use and retention of revenues and other financing sources that distinguish them from general revenues.

Special fund accounts are used to record government receipts reserved for a specific purpose.

Deposit funds are used to record amounts held temporarily until paid to the appropriate government or public entity. The Army General Fund is acting as an agent or a custodian for funds awaiting distribution.

1.D. Basis of Accounting

For FY10, the Army National Guard Fund's financial management systems are unable to meet all of the requirements for full accrual accounting. Many of the Army National Guard Fund's financial and nonfinancial feeder systems and processes were designed and implemented prior to the issuance of GAAP for federal agencies. These systems were not designed to collect and record financial information on the full accrual accounting basis as required by GAAP. Most of the Army National Guard Fund's financial and nonfinancial legacy systems were designed to record information on a budgetary basis.

The DOD has undertaken efforts to determine the actions required to bring its financial and nonfinancial feeder systems and processes into compliance with GAAP. One such action is the current revision of its accounting systems to record transactions based on the United States Standard General Ledger (USSGL). Until all of the Army General Fund's financial and nonfinancial feeder systems and processes are updated to collect and report financial information as required by GAAP, the Army National Guard Fund's financial data will be derived from budgetary transactions (obligations, disbursements, and collections), transactions from nonfinancial feeder systems, and accruals made of major items such as payroll expenses, accounts payable, and environmental liabilities.

1.E. Revenues and Other Financing Sources

The Army National Guard (ARNG) receives congressional appropriations as financing sources for general funds on either an annual or multi-year basis. When authorized by legislation, these appropriations are supplemented by revenues generated by sales of goods or services. The ARNG recognizes revenue as a result of costs incurred for goods or services provided to other federal agencies and the public. Revenue is recognized when earned under the reimbursable order process.

1.F. Recognition of Expenses

For financial reporting purposes, the DOD policy requires the recognition of operating expenses in the period incurred. However, because ARNG's financial and nonfinancial feeder systems were not designed to collect and record financial information on the full accrual accounting basis, accruals are made for major items such as payroll expenses, accounts payable, environmental liabilities,

and unbilled revenue. Expenditures for capital and other long-term assets are not recognized as expenses until consumed in ARNG's operations. Unexpended appropriations are reflected in the net position.

Certain expenses, such as annual and military leave earned but not taken, are not funded when accrued. Such expenses are financed in the period in which payment is made. Operating Materials and Supplies (OM&S) consist of tangible personal property consumed in normal operations, and they are generally recognized as expenses when the items are purchased. Efforts are underway to transition towards the consumption method for recognizing OM&S expenses.

1.G. Accounting for Intragovernmental Activities

Preparation of reliable financial statements requires the elimination of transactions occurring among entities within DOD or between two or more federal agencies. However, the Army National Guard cannot accurately eliminate intragovernmental transactions by customer because the Army National Guard systems do not track buyer and seller data at the transaction level. Generally, seller entities within the DOD provide summary seller-side balances for revenue, accounts receivable, and unearned revenue to the buyer-side internal DOD accounting offices. In most cases, the buyer-side records are adjusted to agree with DOD seller-side balances. IntraDOD balances are then eliminated. The DOD is implementing replacement systems and a standard financial information structure that will incorporate the necessary elements that will enable DOD to correctly report, reconcile, and eliminate intragovernmental balances.

The U.S. Treasury's Federal Intragovernmental transactions Accounting Policy Guide and Treasury Financial Manual Part 2 - Chapter 4700, Agency Reporting Requirements for the Financial Report of the United States Government, provide guidance for reporting and reconciling intragovernmental balances. While the Army National Guard is unable to fully reconcile intragovernmental transactions with all federal partners, the Army National Guard is able to reconcile balances pertaining to investments in federal securities, Federal Employees' Compensation Act transactions with the Department of Labor, and benefit program transactions with the Office of Personnel Management.

The DOD's proportionate share of public debt and related expenses of the federal government is not included. The federal government does not apportion debt and its related costs to federal agencies. The DOD's financial statements, do not report any public debt, interest, or source of public financing, whether from issuance of debt or tax revenues.

Generally, financing for the construction of DOD facilities is obtained through appropriations. To the extent this financing ultimately may have been obtained through the issuance of public debt, interest costs have not been capitalized since the U.S. Treasury does not allocate such costs to DOD.

1.H. Transactions with Foreign Governments and International Organizations

The Army National Guard does not have transactions with foreign governments or international organizations.

1.I. Funds with the U.S. Treasury

The Army National Guard's monetary resources are maintained in U.S. Treasury accounts. Collections, disbursements, and adjustments are processed worldwide at the Defense and Accounting Service (DFAS). The disbursing station prepares monthly reports, which provide information to the U. S. Treasury on check issues, interagency transfers, and deposits. In addition, the DFAS centers submit reports to Treasury, by appropriation, on collections received and disbursements issued. Treasury then records this information to the appropriation FBWT account maintained in the Treasury's system. The ARNG's recorded balance in the FBWT accounts and U.S. Treasury's FBWT accounts must reconcile monthly.

1.J. Foreign Currency

The Army National Guard does not have any foreign currency transactions.

1.K. Accounts Receivable

As presented in the Balance Sheet, accounts receivable includes three categories: accounts, claims, and refunds receivable from other federal entities or from the public. Allowances for uncollectible accounts due from the public are based on the estimate of uncollectible accounts receivable from the public on a percentage of aged receivables by category. The allowance is calculated by using 50 percent of aged receivables in the 180-day to 2-year category and 100 percent of aged receivables in the greater than 2-year category. The DOD does not recognize an allowance for estimated uncollectible amounts from other federal agencies. Claims against other federal agencies are to be resolved between the agencies in accordance with dispute resolution procedures defined in the Intragovernmental Business Rules published in the Treasury Financial Manual at <http://www.fms.treas.gov/tfm/voll/O2-03.pdf>.

1.L. Direct Loans and Loan Guarantees

The Army National Guard does not have any direct loans or loan guarantees.

1.M. Inventories and Related Property

The Army National Guard (ARNG) manages only military or government specific materiel under normal conditions. Materiel is a unique term that relates to military force management, and includes all items (including ships, tanks, self-propelled weapons, aircraft, etc., and related spares, repair parts, and support equipment, but excluding real property, installations, and utilities) necessary to equip, operate, maintain, and support military activities without distinction as to its application for administrative or combat purposes. Items commonly used in and available from the commercial sector are not managed in the Army National Guard Fund materiel management activities. Operational cycles are irregular and the military risks associated with stock-out positions have no commercial parallel. The ARNG holds materiel based on military need and support for contingencies. The DoD does not attempt to account separately for "inventory held for sale" and "inventory held in reserve for future sale" based on SFFAS No.3 definitions, unless otherwise noted.

Related property includes operating materials and supplies (OM&S). The OM&S, including munitions not held for sale, are valued at standard purchase price. ARNG uses both the consumption method and the purchase method of accounting for OM&S. Items that are centrally managed and stored, such as ammunition and engines, are generally recorded using the consumption method and are reported on the Balance Sheet as OM&S. When current systems cannot fully support the consumption method, the Army General Fund uses the purchase method. Under this method, materials and supplies are expensed when purchased. During FY10, the ARNG expensed significant amounts using the purchase method because the systems could not support the consumption method or management deemed that the item was in the hands of the end user. This is a material weakness for the DOD, and long-term system corrections are in process. Once the proper systems are in place, these items will be accounted for under the consumption method of accounting.

The Army National Guard determined that the recurring high dollar value of OM&S in need of repair is material to the financial statements and requires a separate reporting category. Many high dollar items, such as aircraft engines, are categorized as OM&S rather than military equipment.

The Army National Guard recognizes condemned materiel as "Excess, Obsolete, and Unserviceable." The cost of disposal is greater than the potential scrap value; therefore, the net value of condemned materiel is zero. Potentially redistributed materiel, presented in previous years as "Excess, Obsolete, and Unserviceable," is included in the "Held for Use" or "Held for Repair" categories according to its condition.

1.N. Investments in U.S. Treasury Securities

The Army National Guard does not have investments in U.S. Treasury securities.

1.O. General Property, Plant and Equipment

The Army National Guard uses the estimated historical cost for valuing military equipment. The DOD identified the universe of military equipment by accumulating information relating to program funding and associated military equipment, equipment useful life, program acquisitions, and disposals to establish a baseline. The military equipment baseline is updated using expenditure, acquisition and disposals information.

The DOD's general property, plant & equipment (PP&E) capitalization threshold is \$100,000 except for real property which is \$20,000. The Army National Guard has implemented the threshold for real property and is fully compliant.

General PP &E assets are capitalized at historical acquisition cost when an asset has a useful life of two or more years, and when the acquisition cost equals or exceeds the DOD capitalization threshold. The DOD also requires the capitalization of improvements to existing General PP&E assets if the improvements equal or exceed DOD capitalization threshold and extend the useful life or increase the size, efficiency, or capacity of the asset. The DOD depreciates all General PP&E, other than land, on a straight-line basis.

1.P. Advances and Prepayments

When advances are permitted by law, legislative action, or presidential authorization, the DOD is to record advances and prepayments in accordance with general accepted accounting principles. As such, payments made in advance of the receipt of goods and services should be reported as an asset on the Balance Sheet. The DOD's policy is to expense and/or properly classify assets when the related goods and services are received. The Army National Guard has not implemented this policy primarily due to system limitations.

1.Q. Leases

Lease payments for the rental of operating facilities are classified as either capital or operating leases. When a lease is essentially equivalent to an installment purchase of property (a capital lease), and the value equals or exceeds the current capitalization threshold, the Army National Guard records the applicable asset as though purchased, with an offsetting liability, and depreciates it. The Army National Guard records the asset and the liability at the lesser of the present value of the rental and other lease payments during the lease term (excluding portions representing executory costs paid to the lessor) or the asset's fair market value. The discount rate for the present value calculation is either the lessor's implicit interest rate or the government's incremental borrowing rate at the inception of the lease. The Army National Guard, as the lessee, receives the use and possession of leased property, for example real estate or equipment, from a lessor in exchange for a payment of funds. An operating lease does not substantially transfer all the benefits and risk of ownership. Payments for operating leases are charged to expense over the lease term as it becomes payable.

Office space and leases entered into by Army National Guard in support of contingency operations are the largest component of operating leases. These costs were gathered from existing leases, General Services Administration bills, and interservice support agreements. Future year projections use the Consumer Price Index.

1.R. Other Assets

Other assets include those assets, such as military and civil service employee pay advances, travel advances, and certain contract financing payments that are not reported elsewhere on Army National Guard's Balance Sheet.

The Army National Guard conducts business with commercial contractors under two primary types of contracts: fixed price and cost reimbursable. To alleviate the potential financial burden on the contractor that long-term contracts can cause, Army National Guard may provide financing payments. Contract financing payments are defined in the Federal Acquisition Regulation, Part 32, as authorized disbursements of monies to a contractor prior to acceptance of supplies or services by the government. Contract financing payments clauses are incorporated in the contract terms and conditions and may include advance payments, performance-based payments, commercial advance and interim payments, progress payments based on cost, and interim payments under certain cost-reimbursement contracts. It is DOD policy to record certain contract financing payments as Other Assets.

Contract financing payments do not include invoice payments, payments for partial deliveries, lease and rental payments, or progress payments based on a percentage or stage of completion. The Defense Federal Acquisition Regulation Supplement authorizes progress payments based on a percentage or stage of completion only for construction of real property, shipbuilding, and ship conversion, alteration, or repair. Progress payments based on percentage or stage of completion are reported as Construction In Progress.

1.S. Contingencies and Other Liabilities

The SFFAS No. 5, "Accounting for Liabilities of the Federal Government," as amended by SFFAS No. 12, "Recognition of Contingent Liabilities Arising from Litigation," defines a contingency as an existing condition, situation, or set of circumstances that involves an uncertainty as to possible gain or loss. The uncertainty will be resolved when one or more future events occur or fail to occur. The Army General Fund recognizes contingent liabilities when past events or exchange transactions occur, a future loss is probable, and the loss amount can be reasonably estimated.

Financial statement reporting is limited to disclosure when conditions for liability recognition do not exist but there is at least a reasonable possibility of incurring a loss or additional losses. Examples of loss contingencies include the collectability of receivables, pending, or threatened litigation, and possible claims and assessments. The Army General Fund's risk of loss and resultant contingent liabilities arise from pending or threatened litigation or claims and assessments due to events such as aircraft, ship and vehicle accidents; medical malpractice; property or environmental damages; and contract disputes.

Other liabilities arise as a result of anticipated disposal costs for Army General Fund's assets. This type of liability has two components: nonenvironmental and environmental. Consistent with SFFAS No. 6, "Accounting for Property, Plant and Equipment," recognition of an anticipated environmental disposal liability begins when the asset is placed into service. Nonenvironmental disposal liabilities are recognized for assets when management decides to dispose of an asset based upon DOD's policy, which is consistent with SFFAS No. 5 "Accounting for Liabilities of Federal Government." The DOD recognizes nonenvironmental disposal liabilities for military equipment nuclear-powered assets when placed into service. Such amounts are developed in conjunction with, and not easily identifiable from, environmental disposal costs.

1.T. Accrued Leave

The Army National Guard reports as liabilities military leave and civilian earned leave, except sick leave, that has been accrued and not used as of the Balance Sheet date. Sick leave for civilians is expensed as taken. The liabilities reported at the end of the accounting period reflect the current pay rates.

1.U. Net Position

Net Position consists of unexpended appropriations and cumulative results of operations.

Unexpended Appropriations represent the amounts of authority that are unobligated and have not been rescinded or withdrawn. Unexpended appropriations also represent amounts obligated for which legal liabilities for payments have not been incurred.

Cumulative Results of Operations represent the net difference, since inception of an activity, between expenses and losses and financing sources (including appropriations, revenue, and gains). The cumulative results also include donations and transfers in and out of assets that were not reimbursed.

1.V. Treaties for Use of Foreign Bases

The ARNG is not part of any treaties for the use of foreign bases.

I.W. Undistributed Disbursements and Collections.

Undistributed disbursements and collections represent the difference between disbursements and collections matched at the transaction level to specific obligation, payables, or receivables in the source systems and those reported by the U.S. Treasury.

Supported disbursements and collections are evidenced by collaborating documentation.

Unsupported disbursements and collections do not have supporting documentation for the transaction and most likely would not meet audit scrutiny.

The DOD policy is to allocate supported undistributed disbursements and collections between federal and nonfederal categories based on the percentage of distributed federal and nonfederal accounts payable and accounts receivables. Supported undistributed disbursements and collections are then applied to reduce accounts payables and receivables accordingly. Unsupported undistributed are recorded as disbursements in transit and reduce nonfederal accounts payables. Unsupported undistributed collections are recorded in nonfederal other liabilities.

1.X. Significant Events

No significant events were noted.

I.Y. Fiduciary Activities.

The ARNG was not engaged in fiduciary activities.

1.Z. Significant Events

No significant events noted.

Note 2. Nonentity Assets

<i>As of December 31 (Amounts in thousands)</i>		2010
1. Intragovernmental Assets		
A. Fund Balance with Treasury	\$	0
B. Accounts Receivable		0
C. Other Assets		0
D. Total Intragovernmental Assets	\$	0
2. Nonfederal Assets		
A. Cash and Other Monetary Assets	\$	0
B. Accounts Receivable		923
C. Other Assets		0
D. Total Nonfederal Assets	\$	923
3. Total Nonentity Assets	\$	923
4. Total Entity Assets		18,191,044
5. Total Assets	\$	18,191,967

Columns may not total due to rounding.

Note 3. Fund Balance with Treasury

As of September 30 (Amounts in thousands)		2010
1. Fund Balances		
A. Appropriated Funds	\$	5,321,685
B. Revolving Funds		0
C. Trust Funds		0
D. Special Funds		0
E. Other Fund Types		0
F. Total Fund Balances	\$	5,321,685
2. Fund Balances per Treasury Versus Agency		
A. Fund Balance per Treasury		0
B. Fund Balance per Agency	\$	5,321,685
	\$	5,321,685

Columns may not total due to rounding.

Note 4. Investments

The Army National Guard does not engage in any investment activity.

Note 5. Accounts Receivable

As of September 30 (Amounts in thousands)		2010		
		Gross Amount Due	Allowance For Estimated Uncollectible	Accounts Receivable
1. Intragovernmental Receivables	\$	31,810	N/A	\$ 31,810
2. Nonfederal Receivables (From the Public)		99,325	\$ (17,830)	81,496
3. Total Accounts Receivable	\$	131,135	\$ (17,830)	\$ 113,305

Columns may not total due to rounding.

Note 6. Other Assets

As of September 30 (Amounts in thousands)		2010
1. Intragovernmental Other Assets		
A. Advances and Prepayments	\$	0
B. Other Assets		0
C. Total Intragovernmental Other Assets	\$	0
2. Nonfederal Other Assets		
A. Outstanding Contract Financing Payments	\$	0
B. Advances and Prepayments		317,296
C. Other Assets (With the Public)		0
D. Total Nonfederal Other Assets	\$	317,296
3. Total Other Assets	\$	317,296

Columns may not total due to rounding.

Note 7. Cash and Other Monetary Assets

The Army National Guard does not have any cash or other monetary assets on hand.

Note 8. Direct Loans and/or Loan Guarantee Programs

The Army National Guard does not engage in any type of lending activities.

Note 9. Inventory and Related Property

The Army National Guard does not engage in retail or resale of merchandise, nor hold items in reserve for future sale.

Note 10. General PP&E, Net

As of September 30 (Amounts in thousands)	2010				
	Depreciation/ Amortization Method	Service Life	Acquisition Value	(Accumulated Depreciation Amortization)	Net Book Value
1. Major Asset Classes					
A. Land	N/A	N/A	\$ 64,047	N/A	\$ 64,047
B. Building, Structures, and Facilities	S/L	20 Or 40	1,610,168	\$ (668,351)	941,817
C. Leasehold Improvements	S/L	lease term	0	0	0
D. Software	S/L	2-5 Or 10	0	0	0
E. General Equipment	S/L	5 or 10	72,964	(48,291)	24,673
F. Military Equipment	S/L	Various	0	0	0
G. Shipbuilding (Construction- in- Progress)	N/A	N/A	0	0	0
H. Assets Under Capital Lease	S/L	lease term	0	0	0
I. Construction-in-Progress (Excludes Military Equipment)	N/A	N/A	161,922	N/A	161,922
J. Other			0	0	0
K. Total General PP&E			\$ 1,909,101	\$ (716,642)	\$ 1,192,459

Legend for Valuation Methods:

S/L = Straight Line N/A = Not Applicable

Columns may not total due to rounding.

Note 11. Liabilities Not Covered by Budgetary Resources

As of September 30 (Amounts in thousands)		2010
1. Intragovernmental Liabilities		
A. Accounts Payable	\$	0
B. Debt		0
C. Other		47,166
D. Total Intragovernmental Liabilities	\$	47,166
2. Nonfederal Liabilities		
A. Accounts Payable	\$	22,212
B. Military Retirements and Other Federal Employee Benefits		230,872
C. Environmental Liabilities		0
D. Other Liabilities		339,393
E. Total Nonfederal Liabilities	\$	592,477
3. Total Liabilities Not Covered by Budgetary Resources	\$	639,643
4. Total Liabilities Not Covered by Budgetary Resources	\$	2,560,136
5. Total Liabilities	\$	3,199,779

Columns may not total due to rounding.

Note 12. Accounts Payable

		2010		
As of September 30 (Amounts in thousands)		Accounts Payable	Interest, Penalties, and Administrative Fees	Total
1. Intragovernmental Payables	\$	579,360	N/A	\$ 579,360
2. Nonfederal Payables (to the Public)		1,743,033	\$ 145	1,743,178
3. Total	\$	2,322,393	\$ 145	\$ 2,322,538

Columns may not total due to rounding.

Note 13. Debt

The Army National Guard had no reported debt in FY10.

Note 14. Environmental Liabilities and Disposal Liabilities

The amount of environmental liabilities incurred as a result of the final disposition of property, plant, equipment, and munitions cannot be determined at this time.

Note 15A. Other Liabilities

As of September 30 (Amounts in thousands)	2010		
	Current Liability	Noncurrent Liability	Total
1. Intragovernmental			
A. Advances from Others	\$ 0	\$ 0	\$ 0
B. Deposit Funds and Suspense Account Liabilities	0	0	0
C. Disbursing Officer Cash	0	0	0
D. Judgment Fund Liabilities	0	0	0
E. FECA Reimbursement to the Department of Labor	20,687	26,479	47,166
F. Custodial Liabilities	0	1,055	1,055
G. Employer Contribution and Payroll Taxes Payable	21,343	0	21,343
H. Other Liabilities	0	0	0
I. Total Intragovernmental Liabilities	\$ 42,030	\$ 27,534	\$ 69,564
2. Nonfederal	\$ 249,538	\$ 0	\$ 249,538
A. Accrued Funded Payroll and Benefits	0	0	0
B. Advances from Others	0	0	0
C. Deferred Credits	0	0	0
D. Deposit Funds and Suspense Accounts	0	0	0
E. Temporary Early Retirement Authority	0	0	0
F. Nonenvironmental Disposal Liabilities	0	0	0
(1) Military Equipment (Nonnuclear)	0	0	0
(2) Excess/Obsolete Structures	0	0	0
(3) Conventional Munitions Disposal	0	0	0
G. Accrued Unfunded Annual Leave	339,393	0	339,393
H. Capital Lease Liability	0	0	0
I. Contract Holdbacks	6	0	6
J. Employer Contributions and Payroll Taxes Payable	(12,133)	0	(12,133)
K. Contingent Liabilities	0	0	0
L. Other Liabilities	0	0	0
M. Total Nonfederal Other Liabilities	\$ 576,804	\$ 0	\$ 576,804
3. Total Other Liabilities	\$ 618,834	\$ 27,534	\$ 646,369

Columns may not total due to rounding.

Note 15B. Capital Lease Liability

The Army National Guard has no capital lease liability.

Note 16. Commitments and Contingencies

The Army National Guard does not have any commitments and contingencies.

Note 17. Military Retirement and Other Federal Employment Benefits

As of September 30 (Amounts in thousands)	2010		
	Liabilities	(Less: Assets Available to Pay Benefits)	Unfunded Liabilities
1. Pension and Health Benefits			
A. Military Retirement Pensions	\$ 0	\$ 0	\$ 0
B. Military pre Medicare-Eligible Retiree Health Benefits	0	0	0
C. Military Medicare- Eligible Retiree Health Benefits	0	0	0
D. Total Pension and Health Benefits	\$ 0	\$ 0	\$ 0
2. Other Benefits			
A. FECA	\$ 227,088	\$ 0	\$ 227,088
B. Voluntary Separation Incentive Program	0	0	0
C. DOD Education Benefits Fund	0	0	0
D. Other	0	0	0
E. Total Other Benefits	\$ 227,088	\$ 0	\$ 227,088
3. Total Military Retirement and Other Federal Employment Benefits:	\$ 227,088	\$ 0	\$ 227,088

Columns may not total due to rounding.

Note 18. General Disclosures Related to the Statement of Net Cost

As of September 30 (Amounts in thousands)	2010
1. Intragovernmental Costs	\$ 4,883,433
2. Public Costs	12,217,257
3. Total Costs	\$ 17,100,690
4. Intragovernmental Earned Revenue	\$ (205,082)
5. Public Earned Revenue	(17,898)
6. Total Earned Revenue	\$ (222,981)
7. Net Cost of Operations	\$ 16,877,710

Columns may not total due to rounding.

Note 19. Disclosures Related to the Statement of Changes in Net Position

There are no disclosures related to the Statement of Changes in Net Position.

Note 20. Disclosures Related to the Statement of Budgetary Resources

As of September 30 (Amounts in thousands)	2010
1. Net Amount of Budgetary Resources Obligated for Undelivered Orders at the End of the Period	\$ 1,990,420
2. Available Borrowing and Contract Authority at the End of the Period	0

Columns may not total due to rounding.

Note 21. Reconciliation of Net Cost of Operations to Budget

As of September 30 (Amounts in thousands)

2010

Resources Used to Finance Activities Budgetary Resources Obligated:

1. Obligations incurred	\$	20,736,647
2. Less: Spending authority from offsetting collections and recoveries (-)		(3,884,357)
3. Obligations net of offsetting collections and recoveries	\$	16,852,290
4. Less: Offsetting receipts (-)		0
5. Net obligations	\$	16,852,290
Other Resources:		
6. Donations and forfeitures of property	\$	0
7. Transfers in/out without reimbursement (+/-)		0
8. Imputed financing from costs absorbed by others		0
9. Other (+/-)		17,579
10. Net other resources used to finance activities	\$	17,579
11. Total resources used to finance activities	\$	16,869,869

Resources Used to Finance Items not Part of the Net Cost of Operations:

12. Change in budgetary resources obligated for goods, services and benefits ordered but not yet provided:		
12a. Undelivered Orders (-)	\$	(6,511)
12b. Unfilled Customer Order		13,769
13. Resources that fund expenses recognized in prior Periods (-)		1,391
14. Budgetary offsetting collections and receipt that do not affect Net Costs of Operations		0
15. Resources that finance the acquisition of assets (-)		0
16. Other resources of adjustment of net obligated resources that do not affect Net Cost of Operations:		
16a. Less: Trust or Special Fund Receipts Related to exchange in Entity's Budget (-)		0
16.b. Other (+/-)		(17,579)
17. Total resources used to finance items not part of Net Cost of Operations	\$	(11,712)
18. Total resources used to finance the Net Cost of Operations	\$	16,858,157

Components of the Net Cost of Operations that will not Require or Generate Resources in the Current Period:

Components Requiring or Generating Resources in Future Period:

19. Increase in annual leave liability	\$	23,021
20. Increase in environmental and disposal liability		0
21. Upward/Downward reestimates of credit subsidy expense (+/-)		0
22. Increase in exchange revenue receivable from the public (-)		(1)
23. Other (+/-)		4,069
24. Total components of Net Cost of Operations that will require or Generate Resources in future periods	\$	27,089

Components not requiring of Generating Resources:

25. Depreciation and amortization		598
26. Revaluation of assets of liabilities (+/-)		0
27. Other (+/-)		0
27a. Trust Fund Exchange Revenue		0
27b. Cost of Goods Sold		0
27c. Operating Material and Supplies Used		0
27d. Other		(8,134)
28. Total Components of Net Cost of Operations that will not Require or Generate Resources	\$	(7,536)
29. Total components of Net Cost of Operations that will not Require or Generate Resources in the current period.	\$	19,553
30. Net Cost of Operations	\$	16,877,710

Columns may not total due to rounding.

Note 22. Disclosures Related to Incidental Custodial Collections

The Army National Guard does not have any incidental custodial collections.

Note 23. Earmarked Funds

The Army National Guard did not have any earmarked funds in FY10.

Note 24. Fiduciary Activities

There are no disclosures related to fiduciary activities.

Note 25. Other Disclosures

The Army National Guard has no other disclosures.

Note 26. Restatements

The Army National Guard has no restatements.



ARMY NATIONAL GUARD: EQUIPPING OVERVIEW VIDEO

The Army National Guard is continuing to posture itself towards the Army's full spectrum Army Force Generation Model (ARFORGEN) based equipping strategy. The ARNG will focus on modernizing and improving the interoperability of its equipment and concentrate its procurement strategy on critical dual use (CDU) equipment in support of homeland defense and defense support to civil authorities (HLD/DSCA) missions. Over the past year, the ARNG received over 96,904 new items of equipment valued at \$8.76 billion. With this new equipment, the modified table of organization and equipment (MTOE) percentage is currently 77 percent, and the ARNG has 83 percent of its CDU equipment on-hand.

Modernization Success

Over the past year, the ARNG has made significant improvements in modernizing the tactical-wheeled vehicle fleet through the receipt of approximately 3,100 vehicles from the family of medium tactical vehicles (FMTV). Upon the award of a new DOD FMTV contract, the ARNG used over \$85 million of National Guard & Reserve Equipment Appropriation (NGREA) funds to purchase more than 500 FMTVs. This is the first time since 2006 that the ARNG has used NGREA funds on an FMTV contract. The ARNG has another \$182.6 million (1,189 vehicles) awaiting contract (additional FY08 NGREA) and \$246.3 million of FY09 NGREA funds awaiting obligation. Since FMTVs continue to play an integral part in most National Guard missions and are one of the mainstays of CDU equipment, the ARNG will continue to focus efforts in procuring FMTVs in the coming year to replace the aging tactical-wheeled vehicle fleet.

Noteworthy modernization efforts were also achieved with the Blackhawk fleet and Blackhawk medical evacuation (MEDEVAC). During FY10, the ARNG converted all legacy UH-1 (GF MEDEVAC) companies to six new UH-60 MEDEVAC companies inserted into the theater aviation brigades' general support aviation battalions (GSAB). This grew the ARNG from a single MEDEVAC capability to twice the MEDEVAC company

capability for each of the five ARNG GSABs. Additionally, the ARNG grew from 15 MEDEVAC companies to a total of 21 companies of the 37 across the U.S. Army. In addition, the ARNG continued to upgrade all ARNG UH-60As to UH-60Ls in order to modernize the fleet in coordination with the changing active component (AC) UH-60 fleet. A new modernization across the AC from UH-60L to UH-60M is beginning within the ARNG in FY10 and will continue until complete.

Interoperability Success

The ARNG focused on committing NGREA dollars towards tactical battle command (TBC) systems to help improve interoperability with the AC. The ARNG invested NGREA dollars in CDU systems such as Tactical Operation Combat System (TOC/Standard Integration Command Post System (SICPS) and Warfighter Information Network-Tactical (WIN-T). Through this commitment, the ARNG spent \$132 million to purchase SICPS and command post platform hardware and software products to field over 47 brigade- and battalion-level units that otherwise would not have been funded. This capability provides standardized communication infrastructure for commanders and staff to digitally plan, prepare, and execute operations related to their mission. In addition, the ARNG is currently on schedule to field WIN-T at 100 percent of its identified requirements through the 2nd Quarter, FY12. The WIN-T will help improve command and control by providing communications capabilities down to battalion level for such things as real-time internet access and the ability to send and receive voice, data, video and images through the use of both commercial satellite technology and commercial internet networking technology.

Homeland Defense/Defense Support to Civil Authorities (HLD/DSCA) Equipment Success

In 2007, the ARNG determined that it would have difficulty responding to HLD/DSCA missions due to its aging high-mobility multipurpose wheeled vehicles (HMMWV) ambulance fleet. At that time, the average

age of the fleet was approximately 20-25 years old with no expected replacement in the near future. Since the AC was no longer procuring HMMWVs and the expected replacement to the HMMWV, the JLTV, was too large and bulky to accommodate HLD/DSCA-type missions, the ARNG realized a capability shortfall. Over the last three years, the ARNG has worked tirelessly with the Tank and Automotive Command and industry to produce new HMMWV ambulances specifically tailored for the ARNG. This included the development of a new integration assembly line. Funding from NGREA has been instrumental in this effort, which will eventually produce 500 M997A3 HMMWV ambulances that will be solely used by the ARNG for its HLD/DSCA missions.

FY10 and FY11 Funding Profile

The Army National Guard receives and fields thousands of pieces of equipment each year as the Army works to equip and modernize the ARNG as an operational reserve. For example, from August 2009 through July 2010, the ARNG received 96,904 pieces of equipment valued at approximately \$8.76 billion. In addition to current deliveries, the Army continues to allocate funding for ARNG equipment. In FY10, the Army allocated approximately \$3.33 billion in base funding for ARNG equipment. Highlights include \$221 million for heavy expanded mobility tactical truck, \$186 million for UH-72A light utility helicopters (LUH), \$182 million for

Blackhawk helicopters, \$164 million for HMMWV, and \$150 million for FMTV equipment. Highlights of Soldier systems and communications equipment include \$103 million for thermal weapon sights, \$83 million for night vision goggles, and \$26 million for the TOC/SICPS. Taking into account current funding levels, production capacities, and the age of ARNG equipment, the ARNG tactical-wheeled vehicle and helicopter fleets will continue to require significant investments of funding over the long-term.

Past Army National Guard Equipment Appropriation (NGREA) and Congressional Add Account Funding

The ARNG recently closed out FY08 NGREA funding which totaled \$1.237 billion (Base = \$645.1 million and Supplemental = \$591.7 million). The final commitment rate of 99.98 percent and a final obligation rate of 99.95 percent were achieved. Fiscal Year 09 NGREA funding consists of \$768.5 million (Base = \$468.8 million and Supplemental = \$299.7 million). The ARNG remains devoted to executing funds as soon as possible to purchase ARNG buy-list equipment represented in Figure 14, FY09 NGREA Base and Supplemental Buy List.

FY10 NGREA funding only consists of a base budget of \$575 million. No supplemental budget was approved

ARNG SIGNIFICANT MAJOR ITEM SHORTAGES

PR	Nomenclature	Total Items Required	Number of Items Short	Total Cost of Items Short
1	Command posts and TOC/SICPS	49,230	30,442	\$1,165,742,462
2	FMTVs	33,291	5,428	\$1,518,898,993
3	Shadow tactical unmanned aerial systems	44	11	\$ 297,000,000
4	General engineering equipment	10,483	3,614	\$ 366,687,708
5	Chemical and biological protective shelters	291	290	\$ 208,800,000
6	Tactical trailers	27,672	6,675	\$ 200,169,674
7	Field logistics	2,764	1,343	\$ 130,354,897
8	Tactical power units	23,802	4,998	\$ 121,685,714
9	LUH mission equipment packages (MEP)	100	57	\$ 71,380,000
10	Medical field systems	15,092	2,249	\$ 10,992,060

Figure 13. ARNG Significant Major Item Shortages

<i>Procurement Description</i>	<i>Base Amount</i>	<i>Supplemental Amount</i>
JFHQ command and control	\$ 17,070,000	\$ 1,933,500
Aviation	\$ 56,741,550	\$ 53,177,259
Civil support teams and force protection	\$ 20,181,008	\$ 12,466,491
Communications	\$ 77,225,787	\$ 48,154,530
Engineer	\$ 12,354,465	\$ 7,713,552
Logistics	\$ 11,840,250	\$ 7,407,200
Maintenance	\$ 6,363,350	\$ 4,250,000
Medical	\$ 3,898,364	\$ 0
Security	\$ 31,249,277	\$ 18,048,646
Transportation	\$231,661,949	\$146,848,700
Totals	\$468,586,000	\$299,999,878

Figure 14. FY09 NGREA Base and Supplemental Buy List

<i>Procurement Description</i>	<i>Base Amount</i>
JFHQ command and control	\$ 20,501,600
Aviation	\$ 80,177,097
Civil support teams and force protection	\$ 24,279,460
Communications	\$ 92,746,309
Engineer	\$ 14,399,714
Logistics	\$ 13,266,342
Maintenance	\$ 5,833,078
Medical	\$ 15,000,000
Security	\$ 37,558,879
Transportation	\$271,237,521
Total	\$575,000,000

Note: There was no supplemental in FY10.

Figure 15. FY10 NGREA Base Buy List

for FY10. The ARNG is also managing FY10 NGREA funding and executing these funds as quickly as possible to procure equipment outlined in the ARNG FY10 buy list represented in Figure 15, FY10 NGREA Base Buy List.

The ARNG received \$90.6 million in congressionally-added funding for FY09. Currently, these funds are being executed to purchase those items listed in Figure 16, FY09 Congressional Adds Buy List. For FY10, the

ARNG received a total of \$110.8 million to help fill shortfalls in equipment and training devices. A list of congressionally-added funding for FY10 is shown in Figure 17, FY10 Congressional Adds Buy List.

Survival training near the Mount Morris Dam. Photo by Staff Sgt. Raymond Drumsta



<i>Equipment Description</i>	<i>Program Requested Totals</i>
HH-60A to HH-60L upgrades for the 240 ARNG	\$7,976,354
Expandable Light Air Mobility Shelters (ELAMS) - ILARNG	\$4,000,000
AN/TSC-156 Phoenix TSST Mobile Satellite Communications Terminals - DEARNG	\$3,988,000
Combat Skills Marksmanship Trainer for ARNG	\$3,988,000
Combined Arms Virtual trainer – TNARNG	\$3,988,000
Virtual Interactive Combat Environment - NJARNG	\$3,988,000
Call for Fire Trainers (CFFT)	\$3,191,000
Laser Collective Combat ADV Training System	\$3,191,000
AB-FIST Gunnery Upgrades Trainers – TNARNG	\$3,191,000
M1 Abrams Mobile Conduct of Fire Trainer Upgrades – TNARNG	\$2,991,000
WIDS BRITE System (Pipeline & Duel-Brand)	\$2,907,000
Initial-Homestation Instrumentation Training Station (I-HITS) – MTARNG	\$2,539,000
Mobile Virtual Training Capability (MCTC)	\$2,493,000
Army Field Artillery Tactical Data Systems Software – KYARNG	\$2,393,000
Texas ARNG Future Soldier Trainer Program	\$2,393,000
AB- FIST Gunnery Trainers – TNARNG	\$2,393,000
Satellite Multi-Modal Collaborative Crisis Training Network – MNARNG	\$2,217,000
Vibrations Management Enhancement Program (VMEP) – SCARNG	\$2,000,000
SHERPA Interoperable Deployable Communications System	\$1,994,000
Joint Incident Scene Communications Capability – TXARNG	\$1,994,000
Combat Skills Simulation Systems OHARNG – Operator Driver Simulators (ODS) Mine Resistant Ambush Protected (MRAP) Vehicle Virtual Trainers	\$1,660,000
Forward Looking Infrared System – NYARNG	\$1,600,000
Controlled Humidity Protection System for ARNG Aviation at McEntire Air National Guard Station	\$1,600,000
UH-60 Improved Communications for ARNG	\$1,595,271
Combat Arms Training (FATS Upgrade)	\$1,595,000
Instrumentation for Urban Assault Course – TNARNG	\$1,396,000
Helicopter Civil Band Ratio Comm Sys – MNARNG	\$1,296,000
Camp Ripley Aircraft Rescue Fighter – MNARNG	\$1,196,000
Immersive Grp Sim Virtual Tng Sys – HIARNG	\$1,196,000
Combat Skills Simulation Systems – Simulated rubble piles for search and extraction training - OHARNG	\$1,049,000
Combat Skills Simulation Systems OH ARNG – Virtual Convoy Operations Trainer	\$1,000,000
AB- FIST Gunnery Upgrades Trainers – IDARNG	\$997,000
Aircraft Landing System	\$798,000
Base Support Communications for Interoperable Radios Disaster Response – TXARNG	\$798,000
Embedded GPS Receivers – NCARNG	\$798,000
Flexitrain Exportable Combat Training Capability (XCTC)	\$798,000
Engagement Skills Trainer (EST) 2000 – TNARNG	\$798,000
Emergency Response Generators – MNARNG	\$702,000
Joint Incident Site Communication Capability (JISCC)	\$652,000
Initial-Homestation Instrumentation Training Station (I-HITS) Remote Relay Units (RRUs) – MTARNG	\$452,000
Deployable, Mobile Digital Target Systems for Armor and Infantry – TNARNG	\$449,000
LYNX brick (BT-7)	\$84,000

Figure 16. FY09 Congressional Add Buy List

<i>Equipment Description</i>	<i>Program Requested Totals</i>
Mine Resistant Ambush Protected Vehicle Virtual Trainers from HAC Report	\$25,027,400
Mine Resistant Ambush Protected Vehicle Virtual Trainers – ILARNG & TNARNG	\$11,365,000
Army National Guard UH-60 Rewiring Program	\$7,975,324
Combined Arms Virtual Trainers – TNARNG	\$4,985,000
Emergency Response Generator Stockpile – KYARNG	\$4,785,000
Ultralight Utility Vehicles for the National Guard	\$4,466,000
Combat Skills Marksmanship Trainer	\$3,988,000
Program Increase – Training Simulations for ARNG	\$3,988,000
Regional Emergency Response Network Emergency Cell Phone Capability – FLARNG	\$3,987,000
Virtual Interactive Combat Environment (VICE) Training System – NJARNG	\$3,489,000
Recoil UH – 60 Wild Land Fire-Fighting Tank System – Not Noted As ARNG	\$3,190,130
Phoenix Quad- Band Satellite Receiver – DEARNG	\$3,190,000
Multi – Temperature Refrigerated Container System	\$2,800,000
Machine Gun Training System – PAARNG	\$2,393,000
Virtual Convoy Operations Trainer – ILARNG	\$2,393,000
Internal Auxiliary Fuel Tank System (IAFTS) – Not Noted As ARNG	\$2,392,597
Immersive Group Simulation Virtual Training System – HIARNG	\$2,293,000
Muscatatuck Urban Training Center (MUTC) Instrumentation	\$1,994,000
Virtual Interactive Combat Environment (VICE) Training System – VAARNG	\$1,994,000
Communications Aerial Platforms for Increased Situational Awareness – MNARNG	\$1,882,000
Tactical Operations Center – WAARNG	\$1,834,000
Civil Support Communications Systems – KYARNG UH-60 aircraft	\$1,595,065
Expandable Light Air Mobility Shelter (ELAMS) and Contingency Response Communication System (CRCS) – ILARNG	\$1,595,000
Individual Gunnery, Tank Gunnery, and Tabletop Full-Fidelity Trainers - NMARNG	\$1,595,000
Mobile Firing Range for TXARNG	\$1,495,000
Virtual Convoy Operations Trainer – NMARNG	\$1,196,000
Forward Looking Infrared Sensors for UH- 60 Medevac Helicopters – MNARNG	\$797,532
Air Filtration Systems for National Guard Helicopters	\$795,000
Fifth – Wheel Towing Devices – PRARNG	\$560,000
Combined Arms Virtual Trainers – NMARNG	\$399,000
Operator Driving Simulator Request – TNARNG	\$279,000
HMMWV Egress Assistance Trainer – TNARNG	\$160,000

Figure 17. FY10 Congressional Add Buy List

Funding for New and Displaced Equipment Training (NET/DET)

The NET/DET Program provides funding to the 54 states and territories to help train ARNG Soldiers on equipment in support of the modernization effort. This funding provides pay and allowances for ARNG Soldiers to enter active duty for NET/DET required fielding events. This program is responsible for ensuring that all of the ARNG NET/DET requirements are accurately programmed,

validated, and executed. In FY10, the NET/DET Program allocated approximately \$46.2 million for 209,122 officer and enlisted man-days to the 54 states and territories for training.

Equipment (EOH) Percentages

Despite the Army's continued investment, the ARNG does not anticipate EOH improvement to continue at the same rate of recent years for several reasons. First, the ARNG's MTOE requirements will continue to change and increase

System	Required Qty (FY12)	On Hand QTY (FY12)	Percent Fill	Equipment Shortfall Value (in millions)
Avenger	264	264	100%	\$0
Air/Missile Defense Planning and Control System (AMDPCS)	3	2	66%	\$4.0

Table 3. Air Defense BOS

through FY13 and beyond. Second, the majority of new procurement will replace older, legacy, and obsolete equipment. Therefore, when new equipment is fielded, the old equipment is removed from the force, so there is no net change to the EOH figures. For example, fielding M4 carbines as replacements for M16 rifles would be a 1:1 replacement, resulting in no change to EOH figures. Additionally, some of the funding allocated for the ARNG will be used to recapitalize items such as trucks, tanks, and helicopters. Though we anticipate the ARNG's EOH to improve at a much slower rate going forward, it is important to note that the ARNG's capabilities will continue to increase at a significant rate based on the large quantities of modern equipment it is programmed to receive.

Budget Operating System (BOS) Summaries

Budget operating systems (BOS) are comprised of two categories of management decision packages: (a) battlefield weapons systems or their components, and (b) support systems that enable weapons, personnel, or information to reach or leave the battlefield. Such systems fulfill the Army's combat, combat support, and combat service support missions. Systems identified in

the BOS tables with fill percentages below 90 percent are candidates for NGREA funding.

Air Defense Budget Operating System

The Air Defense BOS consists of systems that detect, track, and destroy enemy air and missile attacks.

Key systems for this category are listed above and still have significant shortfalls. The current Stinger missile shelf life ends in FY15. Two of the three AMDPCS brigades are fully funded; one is not. The shortfall of the upgrade of existing SENTINEL radars to the Enhanced Tactical Radar Correlator System, also called the improved SENTINEL, is at 50 percent. This requirement has grown from 50 to 70 systems. The ARNG has current requirements for seven Air Defense Artillery battalions. Several of these battalions rotate responsibility for the defense of the National Capital Region. Although the Avenger shows 100 percent fill, the system requires a modernization effort to add slew-to-cue upgrades to the equipment.

Aviation Budget Operating System

The Aviation BOS consists of both manned and unmanned aerial systems, which includes both fixed and rotary wing assets, along with the aviation ground support equipment (AGSE) required to service and maintain these systems.

System	Required Qty (FY12)	On Hand QTY (FY12)	Percent Fill	Equipment Shortfall Value (in millions)
UH-60 Blackhawk (Modernization)	849	247	29%	\$256
LUH-72 Lakota	210	106	61%	\$214
AH-64 Apache	192	144	75%	\$332
CH-47F Chinook (Modernization)	161	15	9%	\$515

Table 4. Aviation BOS

<i>System</i>	<i>Required Qty (FY12)</i>	<i>On Hand QTY (FY12)</i>	<i>Percent Fill</i>	<i>Equipment Shortfall Value (in millions)</i>
Standardized Integrated Command Post System (SICPS)	1,676	1,489	89%	\$68.0
Tactical Battle Command (TBC)	2,703	2,610	97%	\$3.8
Force XXI Battle Command Brigade and Below (FBCB2)	28,308	12,493	44%	\$493.0

Table 5. Battle Command BOS

The systems in Table 4 are considered CDU (except the AH-64 Apache) and have a significant role in ARNG-supported overseas contingency operations (OCO), as well as HLD/DSCA missions. The FY12 on-hand quantities of fixed and rotary wing airframes include a mixed fleet of new production aircraft, older cascaded aircraft, and retiring legacy aircraft. There is a significant lack of modernization funding for two rotary platforms and AGSE for the ARNG. At the current UH-60 conversion rate, it will take until mid-2023 to fully divest the UH-60A fleet. The ARNG MEDEVAC capability has increased substantially. Unmanned aerial platforms will be fully-funded by FY12. The Aviation BOS utilizes a mix of funds determined by the DA Joint Capability Area process; NGREA funds are used for utility and MEDEVAC equipment.

Battle Command Budget Operating System

The Battle Command BOS consists of the Army's digital command, control, communication, computer, and intelligence systems which include fixed/semi-fixed and mobile networks that are designed for interoperability.

The SICPS is a crucial piece of equipment for the ARNG and is used for the interoperability of all ABCS systems

throughout various echelons. Over the past year, the ARNG has made great strides, rising to an 89 percent fill, with the injection of NGREA funds to on-hand levels of this system. The NGREA funds have supplied a vital bridge to ARNG units to achieve an acceptable mission-capable readiness level. The TBC, which includes Movement Control System and Command Post of the Future, has been well-managed and well-funded. With the help of NGREA dollars, TBC is fully-funded through FY11 for the current fielding plan. Additionally, the Army is continuing to fund FBCB2/BFT and expects to field the ARNG's key leadership to the key leader option level by December 2011. However, the ARNG will need to leverage additional resources in order to continue to improve the overall on-hand percentage of this system.

Combat Service Support Quartermaster, Ordnance, and Medical (CSSO) Budget Operating System

The CSSO BOS consists of medical, fuel, water, and food systems.

Since both the HIPPO and CAMEL water systems are new items of equipment that are being initially fielded to the Army, the ARNG is experiencing low percentage fill

<i>System</i>	<i>Required Qty (FY12)</i>	<i>On Hand QTY (FY12)</i>	<i>Percent Fill</i>	<i>Equipment Shortfall Value (in millions)</i>
2000 Gallon Tank (HIPPO)	593	153	26%	\$74.0
900 Gallon Water Storage Pod (CAMEL)	87	0	0%	\$14.5
Field Feeding Systems	1,091	967	89%	\$19.9
Containerized Kitchens	362	307	85%	

Table 6. CSSO BOS

System	Required Qty (FY12)	On Hand QTY (FY12)	Percent Fill	Equipment Shortfall Value (in millions)
LTVs	48,575	48,575	100%	\$0
HMMWV Ambulances	1,664	1,256	75%	\$162
MTVs	30,528	26,517	87%	\$1,700

Table 7. CSST BOS

rates. Additionally, the CAMEL system is experiencing initial production delays; therefore, the on-hand quantity remains zero. In FY10, the ARNG was able to raise the percentage-on-hand of containerized kitchens from 33 percent last year to 85 percent this year. Although the Army decided to reduce funding of this system, the ARNG was able to utilize NGREA dollars to increase the on-hand quantity. Because the containerized kitchens play a vital role in the ARNG's HLD/DSCA mission, the ARNG felt it was important to fund this system.

Combat Service Support Transportation (CSST) Budget Operating System

The CSST BOS consists of light tactical vehicles (LTVs), medium tactical vehicles (MTVs), heavy tactical vehicles (HTVs), and tactical trailers.

Checking the water level inside a water buffalo. Photo courtesy of Oklahoma National Guard



Although the LTV percentage fill shows 100 percent, only 28 percent of the fleet is armor-capable, and only 35 percent of the fleet will be armor-capable by FY12. The remaining LTV fleet consists of legacy, non-armored vehicles that are not capable of performing full-spectrum operations. This is a significant modernization and interoperability issue for the ARNG.

The Army and ARNG's strategy is to modernize the HMMWV fleet by maximizing recapitalization funding and technologies. The Army's HMMWV Recapitalization Plan, if approved, will allow the ARNG to extend the economic useful life of over 13,000 legacy HMMWVs (\$715 million) requiring recapitalization. To mitigate the HMMWV ambulance shortfall, the ARNG is investing in 500 modern M997A3 HMMWV ambulances mounted on the M1152 chassis. The ambulances are projected to be delivered in the 3rd Quarter, FY12. Upon completion, the ARNG will increase the HMMWV ambulance equipment on-hand posture to 100 percent by FY13.

Medium tactical vehicles are the backbone of the ARNG's truck fleet and critical to performing domestic and OCO missions. The ARNG's MTV fleet lags behind the AC in both on-hand numbers and fleet modernization. Currently the ARNG's MTV fleet consists of a mix of modern and older legacy vehicles. The legacy M939-series vehicles are 20-30 years old and are difficult to sustain due to the lack of parts. Only 37 percent (12,100) of the MTV fleet is modernized with FMTV variants; only 3 percent (927) are armor-capable FMTVs. The estimated cost to procure fleet FMTVs is approximately \$3.8 billion.

For the family of HTV, the FY12 requirement is 9,226 with 8,270 currently on-hand. Although ARNG's HTV fleet is approaching 100 percent on-hand, the major focus is on replacing older HTV systems through recapitalization

System	Required Qty (FY12)	On Hand QTY (FY12)	Percent Fill	Equipment Shortfall Value (in millions)
M1200 Armored Knights	170	60	35%	\$189
Lightweight Laser Designator Range Finder (LLDR)	1,057	318	30%	\$218
Q-37 Radar	16	9	48%	\$60

Table 8. Fire Support BOS

during the FY12 – FY16 period. The estimated cost to modernize the entire fleet of HTVs for the ARNG is approximately \$1.9 billion.

Fire Support (FS) Budget Operating System

The FS BOS consists of all fire support and related systems.

These key systems have a significant role in ARNG-supported OCOs. The ARNG is fully funded for its howitzer and HIMARS systems. The EQ-36 radar is at the Milestone C decision point and is scheduled to begin full rate production (FRP) in FY13; it will replace the Q-36 and Q-37 radars.

Intelligence and Electronic Warfare (IEW) Budget Operating System

The IEW BOS consists of a variety of military intelligence and electronic warfare systems and subsystems.

Noteworthy systems within the IEW BOS consist of the TROJAN Special Purpose Intelligence Remote Integrated Terminal (SPIRIT), Prophet, Counterintelligence/Human Intelligence Automated Reporting and Collection System, and DCGS-A ASAS-L. The Trojan SPIRIT is fully funded and fielded. Prophet is fully funded; however, unless the unit's Soldiers are fully MOS qualified, fielding will be delayed until qualified personnel are on hand. The primary concern for the ARNG remains the lack of Soldiers with a 35P/N/T MOS. In addition, the rapid developments and advancements in the support software make this program volatile and expensive to maintain.



Building and maintaining miles of HESCO barriers to protect Dauphin Island, Ala., beaches. Photo by Staff Sgt. Jim Greenhill

<i>System</i>	<i>Required Qty (FY12)</i>	<i>On Hand QTY (FY12)</i>	<i>Percent Fill</i>	<i>Equipment Shortfall Value (in millions)</i>
Prophet ES Spiral	69	11	45%	\$127.0
Distributed Common Ground System-Army enabled All Source Analysis System-Light (DCGS-A ASAS-L).	1,290	1,217	94%	\$2.2
Common Ground Station (CGS)	22	11	50%	\$51.0

Table 9. IEW BOS

<i>System</i>	<i>Required Qty (FY12)</i>	<i>On Hand QTY (FY12)</i>	<i>Percent Fill</i>	<i>Equipment Shortfall Value (in millions)</i>
Bradley Fighting Vehicles	998	825	83.0%	\$362.1
Stryker Vehicles	430	305	71.0%	\$731.0
Improved TOW Acquisition System (ITAS)	664	561	84.0%	\$74.6
Javelin System	2,584	2,443	94.5%	\$22.1
Long Range Advanced Scout Surveillance System (LRAS3)	863	834	96.6%	\$14.9

Table 10. Maneuver BOS

Maneuver Budget Operating System

The Maneuver BOS consists of a variety of combat systems that are considered force-multipliers.

The above key systems have a significant role in ARNG-supported OCO missions. The ARNG's ABRAMS and STRYKER requirements will be fully funded by FY16.

Mobility Budget Operating System

The Mobility BOS consist of engineer systems designed for use in a variety of missions including mobility, counter-mobility, survivability, sustainment, and general engineering.

The key systems have significant roles in ARNG-supported OCO and HLD missions. The ARNG will be fully funded by FY16 for most major engineering systems, especially construction ones. The armored breacher vehicle, heavy scraper, and medium mine-protected vehicle are exceptions. The countermines vehicle system shortfall values are due to operational requirements for countermines vehicles in support of OIF and OEF. The

HYEX and heavy scraper are not yet under contract. The Mobility BOS utilizes a mix of funds determined by the DA JCA process and application of NAREA.

Nuclear, Biological, and Chemical (NBC) Force Protection Budget Operating System

The NBC BOS consists of systems to support chemical, biological, radiological, and nuclear activities.

The status of the JCAD projects an excess of systems due to a DA-directed push of systems. Basis of Issue Plan documentation is in the process of being applied to the above systems, so the actual resultant equipment shortfall value is expected to change. The CBPS System remains a critical shortfall for the ARNG, at a value of \$225 million. The CBPS FY12 requirement is 291 systems; the ARNG will have one system (1 percent). The CBPS System has not been authorized to proceed with a full rate of production decision; therefore, it will be FY13 before this system is fielded to the ARNG.

<i>System</i>	<i>Required Qty (FY12)</i>	<i>On Hand QTY (FY12)</i>	<i>Percent Fill</i>	<i>Equipment Shortfall Value (in millions)</i>
Road Grader	185	91	49%	\$29.33
High Mobility Engineer Excavator	64	35	55%	\$7.33
The Hydraulic Excavator (HYEX)	133	78	59%	\$19.49
Scrapers	410	364	89%	\$32.86
Medium Mine Protected Vehicle (MMPV)	186	13	7%	\$93.42
Mine Protected Clearance Vehicle (MPCV)	36	13	36%	\$33.85
Vehicle Mounted Mine Detector System (VMMD)	72	11	15%	\$138.24
Armored Breacher Vehicle	42	6	14%	\$169.19

Table 11. Mobility BOS

<i>System</i>	<i>Required Qty (FY12)</i>	<i>On Hand QTY (FY12)</i>	<i>Percent Fill</i>	<i>Equipment Shortfall Value (in millions)</i>
Joint Chemical Agent Detector (JCAD)	761	2,292	300%	\$0
Chemical and Biological Protection Shelter (CBPS)	291	0	0%	\$225

Table 12. NBC Force Protection BOS

<i>System</i>	<i>Required Qty (FY12)</i>	<i>On Hand QTY (FY12)</i>	<i>Percent Fill</i>	<i>Equipment Shortfall Value (in millions)</i>
PVS-14 Night Vision Sight	233,575	227,702	97%	\$0.9
PAS-13 Thermal Sight	67,799	60,058	89%	\$87.7

Table 13. Soldier Systems BOS

Soldier Systems Budget Operating System

The Soldier Systems BOS includes small arms, night vision goggles (NVGs), and thermal weapons sights, along with associated accessories.

These systems have a significant role in both ARNG OCO and HD/DSCA missions. The ARNG has almost 90 percent of its EOH for Army night vision systems, which is a significant improvement. Small arms are fully funded in all systems; however, Basis of Issue Plan

documentation is being applied which could potentially result in a shortfall being determined. The current lack of production capacity for some small arms systems affects the entire Army. It will be compounded when the requirements for crew-served weapons increase. The NGRE has been used to purchase M25 Binoculars, small arms tool sets, NVGs, and pistols.

Army National Guard Top 25 Equipment Modernization Shortfall List

Each year the ARNG identifies the top 25 equipment modernization shortfalls within its organization and releases this information at the National Guard Association of the United States' (NGAUS) Industry Day. This list helps identify what systems the ARNG views as its most critical equipment modernization shortfalls and helps businesses determine what equipment the ARNG would like to purchase in the future. A list of the top 25 is depicted in Figure 18, and the current requirements for those systems are provided in further detail at the end of this publication.



A Soldier from B Battery, 2nd Battalion, 300th Field Artillery, 115th Fires Brigade, guides a MaxPro mine resistant ambush protected vehicle through a sand pit. Photo by 2nd Lt. Christian Venhuizen

2012 ARNG TOP 25 EQUIPMENT MODERNIZATION SHORTFALL LIST	
1	Army Battle Command System (ABCS)
2	Air & Missile Defense Systems (Avenger Modernization)
3	ATLAS (All Terrain Lifter-Army System I and II)
4	Aviation Ground Support Equipment
5	Aviation Systems (CH-47F, UH60 A-A-L Mod, UH-60M, AH64 A-D MOD, LUH-72 MEP)
6	Chemical Systems (Chemical Detection & Decontamination equipment)
7	Domestic Operations Equipment (Civil Support Team (CST) equipment, CBRNE response)
8	Field Feeding Systems (MTRCS)
9	FMTV
10	Global Broadcast System
11	HMMWV Recapitalization
12	Horizontal Construction Equipment (Heavy Scraper, Graders, HME, Roller, Light Loaders, Asphalt Equipment)
13	Medical Systems (MC4, MES)
14	Military Intelligence Systems (Prophet, TROJAN Spirit, DCGS-A)
15	Radars (LCMR, EQ-36)
16	Route & Area Clearance (RG-33, HUSKY, BUFFALO)
17	Tactical Bridging
18	Tactical Power Generation
19	Tactical Radios
20	Tactical Trailers
21	Tactical Water Systems (HIPPO, CAMEL)
22	Test, Measurement, and Diagnostic Equipment (TMDE) (Maintenance Support Device)
23	Training Devices (MRAP VVT, Armor VVT, ABCS, Shadow Crew, Virtual Convoy Trainers, Weapons Trainers)
24	Unmanned Aerial Systems (TUAS-Shadow, SUAS-Raven RQ-11)
25	Ultra Light Utility Vehicles (ULUV)

*List is not prioritized. Items listed alphabetically.

Black = Carryover, Green = Add

Figure 18. 2012 ARNG Top 25 Equipment Modernization Shortfall List

Modernizing the Army National Guard and Equipment Shortfalls

Listed below are the descriptions and detailed information concerning those items of equipment referenced in Figure 18.

ARMY BATTLE COMMAND SYSTEM (ABCS)

FBCB2, TBC, GCCS-A, BCS3, DAGR, TAIS, SKL

Force XXI Battle Command – Brigade and Below/ Blue Force Tracker (FBCB2/BFT) LINS: C18378 and Z01248



The FBCB2/BFT is a digital battle command information system that provides integrated, on the move, near real-time battle command and situational awareness (SA) information from platforms to echelons above CORPS and across all battlefield functional areas via satellite L-band communications.

FY12 Requirement (MTOE/TDA) 28,308
 FY12 Projected Total On Hand (Subs Applied) 12,498
 FY12 Equipment Shortfall Value (Subs Applied) \$492.2M

AIR & MISSILE DEFENSE SYSTEMS

ADAM CELL, AVENGER, SENTINEL, AMDPCS

Fire Unit, Vehicle Mounted (Avenger) LIN: F57713



The Avenger Pedestal Mounted Stinger system is a lightweight, mobile and transportable surface-to-air missile and gun weapon system, mounted on a HMMWV. The Avenger is designed to counter hostile cruise missiles, unmanned aerial vehicles, and low-flying, high-speed, fixed-wing aircraft and helicopters attacking or transiting friendly airspace. The Avenger is a shoot-on-the-move, totally automated, day-and-night capable short-range air defense system.

FY12 Requirement (MTOE/TDA) 264
 FY12 Projected Total On Hand (Subs Applied) 264
 FY12 Equipment Shortfall Value (Subs Applied) \$0M

*On-Hand quantities include legacy systems that need to be modernized.

ALL TERRAIN LIFTER ARTICULATED SYSTEM

ATLAS

Truck Lift: Fork Variable Reach II (ATLAS II) LIN: T733477



The All Terrain Lifter Articulated System II (ATLAS II), is a self-deployable rough terrain, manually-operated forklift capable of lifting up to 10,000 lbs, stuffing and un-stuffing various containers up to 20-feet long. Its forks are compatible with various-sized pallets and containers with the purpose of handling supplies.

FY12 Requirement (MTOE/TDA) 1,067
 FY12 Projected Total On Hand (Subs Applied) 1,259
 FY12 Equipment Shortfall Value (Subs Applied) \$2.7M

AVIATION GROUND SUPPORT EQUIPMENT

HICHS, AGPU

Aviation Ground Power Unit (AGPU) LIN: P44627



The AGPU is a multifunction ground support system used to support today's modern combat aircraft. The AGPU is a gas turbine engine-driven, wheel mounted, self-propelled enclosed unit. The AGPU can be towed (20 mph maximum on improved surfaces and 10 mph maximum on unimproved surfaces) and is air transportable. The AGPU provides AC/DC electrical, hydraulic, and pneumatic power for aircraft such as the AH-64, CH-47, OH-58, and UH-60.

FY12 Requirement (MTOE/TDA) 192
 FY12 Projected Total On Hand (Subs Applied) 165
 FY12 Equipment Shortfall Value (Subs Applied) \$19M

AVIATION SYSTEMS

CH 27F, UH 60 A-A-L MOD, UH-60M, AH64 A-D MOD, LUH-72 MEP

Helicopter, Cargo, Medium Lift, CH-47F LIN: C15172



The CH-47F Improved Cargo Helicopter (ICH) is a twin rotor, medium lift, multi-role helicopter. This improved version has two new 4,868-horsepower Honeywell T55-GA-714A engines, enabling it to reach speeds greater than 175 mph and transport payloads weighing more than 21,000 lbs. It contains a fully integrated, digital cockpit management system, common aviation architecture cockpit and advanced cargo-handling capabilities that complement the aircraft's mission performance and handling characteristics.

FY12 Requirement (MTOE/TDA)	161
FY12 Projected Total On Hand (Subs Applied)	161
FY12 Equipment Shortfall Value (Subs Applied)	\$0

*The CH-47F is the modernized version of the CH-47D which is included in the projected on-hand quantity. On-Hand quantities include legacy systems that need to be modernized.

CHEMICAL SYSTEMS

CBPSS, JCAD, BIDS, BAIS, CAM

Joint Chemical Agent Detector (JCAD) LIN: J00697



The JCAD will be a combined portable monitoring and small point chemical agent detector for aircraft, shipboard, and individual soldier applications. This hand-held, pocket-sized detector is required to automatically detect, identify, and quantify chemical agents inside the aircraft or ship, providing protection for the individual Soldier, Sailor, Airman, or Marine. For the duration of the mission, the device must be sufficiently sensitive to warn aircrews before accumulation of a dose that will cause miosis or more severe effects.

FY12 Requirement (MTOE/TDA)	761
FY12 Projected Total On Hand (Subs Applied)	760
FY12 Equipment Shortfall Value (Subs Applied)	\$5.5K

DOMESTIC OPERATIONS EQUIPMENT

HIGH PURITY GERMANIUM RADIATION DETECTION

ORTEC MICRO-DETECTIVE HX

WMD-CST Radiation Detection



The Micro-Detective is the next generation portable nuclide identifier. Hundreds of these are in daily use across the world in the fight against illicit nuclear trafficking and other illegal acts. The spectra downloaded from this device assist in the treatment of victims and response to a nuclear related incident.

FY12 Requirement (MTOE/TDA)	123
FY12 Projected Total On Hand (Subs Applied)	0
FY12 Equipment Shortfall Value (Subs Applied)	\$12.3M

FIELD FEEDING SYSTEMS

MTRCS

Multi-Temperature Refrigeration Container System (MTRCS) LIN: Z00206



The MTRCS can transport and store both refrigerated and frozen products in a single container. The system consists of an insulated 8-foot by 8-foot by 20-foot International Standardization Organization (ISO) shipping container with an engine-driven refrigeration unit that can operate while on the move. The two compartments are separated by a movable partition, which allows for varied proportions of refrigerated and frozen storage.

FY12 Requirement (MTOE/TDA)	TBD
FY12 Projected Total On Hand (Subs Applied)	TBD
FY12 Equipment Shortfall Value (Subs Applied)	TBD

*Requirements are being determined and Basis of Issue Plan (BOIP) is being developed.

FMTV

Family of Medium Tactical Vehicles (FMTV)



The FMTV consists of a common medium truck chassis that has several vehicle configurations, to include the A-Cab variant and comes in two payload classes. It covers a family of trucks possessing the capability to haul 2.5 and 5 ton cargo requirements. It also consists of a 2.5- and a 5-ton trailer that mate to the corresponding weight class truck. This modern fleet is the backbone for all military requirements in logistical support.

FY12 Requirement (MTOE/TDA)	30,528
FY12 Projected Total On Hand (Subs Applied)	5,676
FY12 Equipment Shortfall Value (Subs Applied)	\$1.6B

GLOBAL BROADCAST SYSTEM

Global Broadcast System (GBS) LIN: R30658



The GBS is a smart-push/ user-pull SATCOM system that provides large volumes of information to deployed or garrison forces. The AN/TSR-9 receives and disseminates GBS broadcasts at up to 23 Mbps, and is capable of processing both classified and unclassified information products including imagery, intelligence, video (NTSC and Digital), theater message traffic, joint and service-unique news, weather, and MWR programming.

FY12 Requirement (MTOE/TDA)	479
FY12 Projected Total On Hand (Subs Applied)	44
FY12 Equipment Shortfall Value (Subs Applied)	\$94M

HMMWV RECAPITALIZATION

M1151, AMBULANCE

High Mobility Multi-Purpose Wheeled Vehicle (HMMWV) LINS: T07679, T38844



The HMMWV serves as the Army's light tactical wheeled vehicle and is produced in several configurations to support weapons systems, command and control systems, field ambulances, troops and general cargo transport. The HMMWV is a lightweight, high performance, four-wheel drive, air-transportable and air-droppable family of tactical vehicles. The HMMWV is equipped with a high-performance diesel engine, automatic transmission, and payload capacity of 4,000 – 5,100 lbs.

FY12 Requirement (MTOE/TDA)	44,162
FY12 Projected Total On Hand (Subs Applied)	51,281
FY12 Equipment Shortfall Value (Subs Applied)	\$555.5M

*The HMMWV family has a modernization situation directly related to the individual up-armored capable Line Item Numbers (LINs). On-Hand quantities include legacy systems that need to be modernized.

HORIZONTAL CONSTRUCTION EQUIPMENT

HEAVY SCRAPERS, GRADERS, HME, ROLLER, LIGHT LOADERS, ASPHALT EQUIPMENT

Scraper, 14 Cubic Yard LIN: S56246



The Scraper is a self-propelled, open-bowl, pneumatic-tired, two-axle, single-diesel-engine driven, articulated-frame steer vehicle. Its loading capacity is 14 cubic yards struck, and 20 cubic yards heaped. The normal mode of operation is to use a push tractor to maximize production (loading). The self-propelled Scraper can work alone and self load, but only at a greatly reduced production capacity. The Scraper provides a hauling and dumping capability to perform efficient earthmoving tasks in support of earthmoving projects.

FY12 Requirement (MTOE/TDA)	410
FY12 Projected Total On Hand (Subs Applied)	364
FY12 Equipment Shortfall Value (Subs Applied)	\$34.5 M

MEDICAL SYSTEMS

MC4, MES

Medical Communications for Combat Casualty Care (MC4) LIN:



The MC4 system is composed of seven Army-approved line items of medical communications tools used by medical personnel to read and record medical information of soldiers receiving medical care. This equipment allows medical personnel access to the personal medical baseline information of patients in their care, enhances medical readiness and provides a comprehensive life-long electronic medical record for all service members. The MC4 effectively links health care providers and diagnostic systems.

FY12 Requirement (MTOE/TDA) 12,984
 FY12 Projected Total On Hand (Subs Applied)..... 10,674
 FY12 Equipment Shortfall Value (Subs Applied) \$7.9M

MILITARY INTELLIGENCE SYSTEMS

DCGS-A, TROJAN SPIRIT, PROPHET

Prophet LIN: Z00993



Prophet is the Army's principal ground-based tactical communications intelligence (COMINT)/electronic warfare (EW) sensor, providing force protection and technically advanced intelligence support for commanders. Prophet provides the force protection capability of monitoring COMINT, detecting, locating, identifying and direction finding Radio Frequency emitters in the Commanders' tactical area of interest. Prophet will also conduct electronic attack operations against selected targets.

FY12 Requirement (MTOE/TDA) 69
 FY12 Projected Total On Hand (Subs Applied)..... 31
 FY12 Equipment Shortfall Value (Subs Applied) \$76M

RADARS

LCMR, EQ-36

Enhanced AN/TPQ-36 Radar: EQ-36 LIN:



The EQ-36 Radar will provide Soldiers with the capability to detect, classify, track, and determine the location of enemy indirect fire such as mortars, artillery, and rockets - significant threats to allied Soldiers fighting - in either 90 degree or 360 degree modes. The EQ-36 systems will eventually replace aging Q-36, Q-37 and other Cold War era radars, which only operate in limited 90-degree modes.

FY12 Requirement (MTOE/TDA) 45
 FY12 Projected Total On Hand (Subs Applied) 31
 FY12 Equipment Shortfall Value (Subs Applied) \$125M

ROUTE & AREA CLEARANCE

RG-33/PANTHER, HUSKY, BUFFALO

Medium Mine Protected Vehicle (MMPV) (RG33/Panther) LIN: M74226



The RG-33 MK3 4x6 Mine Protected APC is built from an all-steel welded armor monocoque hull, typical of South African mine protected vehicles, providing excellent small-arms and mine blast protection as well as small arms fire. The vehicle accommodates a crew of 10 including the driver. Dismounting is conducted via a large rear door and two front doors.

FY12 Requirement (MTOE/TDA) 186
 FY12 Projected Total On Hand (Subs Applied)..... 13
 FY12 Equipment Shortfall Value (Subs Applied) \$98M

TACTICAL BRIDGING

BOAT LANDING CRAFT, BRIDGE HEAVY, RAMP BAY BRIDGE FLOATING, JOINT ASSAULT BRIDGE

JOINT ASSAULT BRIDGE (JAB) LIN: Z00963



The JAB is a full-tracked, low-profile land combat assault vehicle possessing armor protection and a high degree of maneuverability and tactical agility. The JAB consists of an Abrams M1A1 chassis with a Military Load Class 70 Armored Vehicle Launched Bridge Scissor Bridge mounted on a launch mechanism attached to the top of the tank chassis. The JAB transports and rapidly replaces a heavy assault bridge in a hostile environment while offering the crew protection from enemy fire.

FY12 Requirement (MTOE/TDA)TBD
 FY12 Projected Total On Hand (Subs Applied)TBD
 FY12 Equipment Shortfall Value (Subs Applied)TBD

*The JAB is the modernized version of existing Bridging Systems. Requirements are being determined and the Basis of Issue Plan (BOIP) is being developed.

TACTICAL POWER GENERATION

TQG PU/PP, 3KW, SKIDS,

3kw Tactical Quiet Generator (TQG) LIN:



The 3kw generator is a skid mounted tactical quiet generator. The 3kw generator is highly mobile and provides electrical power for electrical and electronic equipment. The system can normally provide up to eight hours of continuous power for mission needs before refueling is required.

FY12 Requirement (MTOE/TDA)7,425
 FY12 Projected Total On Hand (Subs Applied)7,207
 FY12 Equipment Shortfall Value (Subs Applied)\$2.6M

TACTICAL RADIOS

JTRS

Joint Tactical Radio System (JTRS) Enhanced Multiband Inter/Intra Team Radio (JEM) LIN: Z01320



The JTRS (urban version) is a portable, battery-operated, communications system capable of operating in the full-frequency range of 30 to 512 Mhz in the VHF-FM (low/high band), VHF-AM (high band), UHF-AM & FM bands with up to 5 watts utilizing a single hand held radio for ground to ground and air to ground connectivity. This system is capable of providing secure and non-secure communications and will allow for transmission of voice-in-a-whisper mode.

FY12 Requirement (MTOE/TDA)12,610
 FY12 Projected Total On Hand (Subs Applied)7,645
 FY12 Equipment Shortfall Value (Subs Applied)\$9.4M

TACTICAL TRAILERS

Family of Medium Tactical Trailers (FMTT)



The FMTT consists of two trailer configurations to include a 2 1/2 ton cargo trailer (M1082) and a 5 ton cargo trailer (M1095). These trailers transport a wide variety of cargo. There is a commonality with regards to parts for these trailers. The FMTT will operate worldwide on primary and secondary roads, and cross-country terrain of all surface types.

FY12 Requirement (MTOE/TDA)9,648
 FY12 Projected Total On Hand (Subs Applied)3,909
 FY12 Equipment Shortfall Value (Subs Applied)\$201.5M

TACTICAL WATER SYSTEMS

HIPPO, CAMEL

Tank Water 2,000 Gal Demountable ISO Configured (Hippo) LIN: T32629



The Compatible Water Tank Rack System (Hippo) is a mobile hard wall system mounted on an ISO tank rack that provides both bulk and retail water distribution capabilities. The system consists of a 2,000 gallon water tank rack with pump, filling stand, and 70 feet of hose. The HIPPO can distribute to multiple locations, or can be placed on the ground and off-loaded to establish water supply points.

FY12 Requirement (MTOE/TDA) 987
 FY12 Projected Total On Hand (Subs Applied) 607
 FY12 Equipment Shortfall Value (Subs Applied) \$52.5M

TEST MEASUREMENT DIAGNOSTIC EQUIPMENT (TMDE)

MSD

Maintenance Support Device (MSD) LIN: T92889



The MSD is part of integrated family of test equipment, on-system tester. The MSD will host interactive electronic technical manuals and expert diagnostic systems and test program sets used to conduct intrusive testing in maintenance support to multi-commodity Army weapons and electronic systems.

FY12 Requirement (MTOE/TDA) 12,429
 FY12 Projected Total On Hand (Subs Applied)..... 11,601
 FY12 Equipment Shortfall Value (Subs Applied) \$16.5M

TRAINING DEVICES

MRAP-VVT, ARMOR VVT, ABCS, SHADOW CREW, VIRTUAL CONVOY TRAINERS, WEAPONS TRAINERS

Mine Resistant Ambush Protected Vehicle Virtual Trainer (MRAP VVT)



The MRAP-VVT provides equipment that facilitates training and instruction for mounted combat patrols, route clearance operations, tactical movements, convoy operations, and presence patrols in the COE (Iraq, Afghanistan). The training system consists of three mobile trailers with crew position mock-ups, an instructor operator station, and an after action review theater. The MRAP-VVT enables soldiers to train and improve individual, crew, and collective mission skills, including a wide variety of tasks used during combat patrols and route clearance operations, and the MRAP-VVT facilitates training the latest tactics, techniques, and procedures.

FY12 Requirement (MTOE/TDA) 54
 FY12 Projected Total On Hand (Subs Applied)..... 11
 FY12 Equipment Shortfall Value (Subs Applied) \$145M

UNMANNED AERIAL SYSTEMS

TUAS-SHADOW, SUAS-RAVEN RQ-11

Tactical Unmanned Aircraft System (TUAS) "SHADOW"
LIN: T09343



The Shadow TUAS is a low- to medium-altitude, short-endurance unmanned aircraft system. The individual SHADOW air vehicle (AV) carries a variety of mission equipment packages including electro-optical, infrared and laser designation. These payloads enable the SHADOW AV to conduct immediately-responsive intelligence, surveillance, and reconnaissance; reconnaissance, surveillance and target acquisition; target designation; battle damage assessment; communications relay; and persistent surveillance.

FY12 Requirement (MTOE/TDA)	46
FY12 Projected Total On Hand (Subs Applied)	35
FY12 Equipment Shortfall Value (Subs Applied)	\$264M

ULTRA LIGHT UTILITY VEHICLES

ULUV



The ULUV is an off the shelf all-terrain vehicle employed in the role of logistics support and casualty evacuation for forward deployed units. The system greatly reduces the manpower-intensive tasks of transporting ammunition, supplies, subsistence, and other material in and around forward operating bases, engineer work sites, supply stations, base camps, etc.

FY12 Requirement (MTOE/TDA)	N/A
FY12 Projected Total On Hand (Subs Applied)	N/A
FY12 Equipment Shortfall Value (Subs Applied)	N/A

*Special interest system. Requirements have not been verified, validated or documented.

Army National Guard Equipping Challenges

Several equipping challenges still exist for the ARNG. The Guard will continue to strive to achieve interoperability with the AC by maintaining its equipment modernization plan with both the tactical wheeled vehicle and helicopter fleets remaining a top modernization priority. In addition, the ARNG will continue to balance equipping its units for HLD/DSCA missions regardless of their position in the ARFORGEN cycle. Finally, the ARNG will remain committed to working towards achieving full component-level transparency from equipment procurement to final distribution.

Achieving Transparency within the Army's Procurement Process

Over the past year, the Army has continued to reinforce its commitment toward achieving transparency and traceability of procurement-funded equipment from the President's budget request to delivery at the unit level. By establishing functional processes and implementing an intensive materiel-tracking program, the Army has realized significant gains to this end.

The Financial Synchronization & Transparency (FST)-Integrated Product Team has expanded on the Army's commitment in this arena by realizing a number of significant accomplishments of its own. For the first time ever, the FST IPT began a formal post-appropriation reconciliation process (PARP) for both the FY10 base and OCO budgets. The PARP realigns appropriated funds with the initial budgetary requests and reestablishes component-specific procurement funding amounts and associated quantities of equipment. The PARP establishes a baseline from which deviations can be identified and assessed to determine, among other things, whether payback actions are warranted and to gauge the overall efficiency of post-appropriation funding execution. The PARP has identified the need for fiscal processes to establish and maintain component-specific funding amounts at all stages of the procurement cycle.

Additionally, the FST IPT expanded those systems which are being tracked for procurement funds execution to

include all those listed on the current P-1R (procurement programs, RCs) submission. As mandated by the OSD, this effort to expand to all P-1R systems is ahead of the established 1st Quarter, FY11 benchmark. The FST IPT identified numerous instances when Army Secretariat funding requests could not be traced to DOD funding requests, requiring the formation of a number of special initiatives to identify disconnects between the two submissions. These initiatives will ultimately provide seamless traceability of procurement funding from the programmatic to the component levels at all stages of the appropriation process.

Transparency efforts are already paying dividends to the ARNG. Utilizing transparency-specific business rules and examining recent equipment deliveries, the Army has identified numerous instances when under-delivery of equipment or diversion of funds during FY09 and FY10 resulted in a need for paybacks to the ARNG. Continued refinement and institutionalization of the processes, business rules, and data systems established by the FST and delivery certification IPTs will keep transparency of financial and equipment-tracking processes on track for full implementation by FY13. Despite the significant progress, the ARNG will remain unable to assess delivered quantities against those that were due in, as specified in the NDAA reporting requirement, until all major procurement systems are included in transparency data collection.



The Army National Guard Financial Report is published in response to the Chief Financial Officers (CFO) Act of 1990. (Public Law 101-576). The documentation requirements are in GAO Report AFMD-12.19.4, The Chief Financial Officers (CFO) Act: A Mandate for Federal Financial Management Reform.

This compact disc is an integral part of the Army National Guard Annual Financial Report for Fiscal Year 2010 (FY10). In addition to containing all of the information found in the printed version, the following supplemental information is provided:

FY10 FINANCIAL HIGHLIGHTS: The compact disc provides financial budgeting and execution data for each state detailed by appropriation.

INDIVIDUAL STATE DATA: The compact disc contains impact information, a summary of FY10 state operations, and financial information for each state, territory and the District of Columbia.

INFORMATION PAPERS AND VIDEO COMMENTS: The compact disc contains information papers as shown in the table of contents and video comments from the Director, ARNG.

A version of this report can also be found on the Army National Guard website at www.arng.army.mil

The Army National Guard is a true national treasure, and that treasure is the Soldiers, families, friends, communities and employers who are on-point for the nation.

– MG Raymond Carpenter, Acting Director, Army National Guard

